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ABSTRACT

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The research aims to determine the role of information technologies and communication for economic importance in Scandinavian Quick Solution Company, which is among contemporary companies in Iraq. Since ICT forms a significant aspect of achieving organizational economic objectives, most of public and private bodies seek to utilize ICT tool and techniques to improve work efficiencies. The emerging growth in ICT has made it process and service automation possible in managing organizational activities.

To determine this effect of ICT on organizations, this research analysed the company environment. The outcome of analysis revealed that there is inadequate comprehensive infrastructure to suitably support ICT within the organization management.

In addition, it revealed that there are no ideal standards to maintain and sustain internet networks. Based on these revelations, the study presents recommendation for the adoption of ICT with the aim of minimizing cost, enhancing communication and managing infrastructure. Also recommends the need to support IT department within an organization, with essential equipment, in terms of (specialists, devices, equipment, communication networks, databases, software, applications), for better efficiency to employ the key of ICT Impact in company.

CONTENT

INTRODUCTION	6
KEYWORDS	8
RESEARCH METHODOLOGY	8
1 CONCEPT OF STRATEGIC MANAGEMENTt & INFORMATION TECHNOLOGY.....	9
1.1 Concept of Strategic management	12
1.1.1 Basic elements in the process of strategic management.....	13
1.1.2 The importance of strategic direction.....	17
1.1.3 Levels of strategic direction	17
1.1.4 Strategic implementation requirements.....	18
1.1.5 Determinants and difficulties of strategic implementation	20
1.1.6 McKinsey's Model in Strategy Implementation.....	21
1.1.7 Measurements of the effectiveness of the strategic plan.....	24
1.2. Concept of Information Technology.....	27
1.2.1. Classification of information technology	29
1.2.2 The importance of information technology	31
1.2.3 The goals of information technology.....	33
1.2.4 Characteristics of information technology.....	34
1.2.5 The impact of information technology on the organization's strategy	35
Conclusion.....	36
2 ANALYSING THE INTERNAL AND EXTERNAL ENVIRONMENT OFTHE COMPANY	37
Company Profile	37
2.1 Macro environment factors	40
2.1.1 Political factors	40
2.1.2 Economic factors.....	45
2.1.3 Social factors.....	46
2.1.4 Technological factors.....	47
2.1.5 Environment factors.....	48
2.1.6 Legal factors.....	49
2.2 Micro environment factors.....	50

2.2.1 Competition in the Industry	51
2.2.2 Potential of New Entrants into an Industry	51
2.2.3 Power of Suppliers (other companies).....	51
2.2.4 Power of Customers	52
2.2.5 Threat of Substitutes	52
2.3 Internal environment	52
2.3.1 Strategy	53
2.3.2 Structure	53
2.3.3 Systems	57
2.3.4 Shared values	57
2.3.5 Style.....	57
2.3.6 Staff.....	58
2.3.7 Skills.....	58
2.4 SWOT Analysis	59
2.4.1 Strengths.....	60
2.4.2 Weaknesses	60
2.4.3 Opportunities.....	61
2.4.4 Threats.....	61
2.5 The impact of technology on the our company business.....	62
Conclusion.....	66
3 GOALS AND TOOLS FOR DEVELOPING THE COMPANY	67
3.1 Goal of Project	67
3.2 Tools to develop the company work	70
3.2.1 Create a High Performance Website for company	70
3.2.2 Social media (Facebook, Instagram, twitter)	71
3.2.3 Search Engine Optimization (SEO).....	75
3.2.4 Training course	79
3.2.5 Businessmen Association.....	80
3.2.6 Home page banner via (Yandex.Direct, Google)	81
3.2.7 Brochure.....	82
CONCLUSION	85
REFERENCE	87

INTRODUCTION

The biggest challenge for most organizations these days is the speed of changes in the business environment resulting from various factors, as technology represents the focus of the progress in our world today, as well as knowledge and the tremendous development in information and communication technology, the degree of vulnerability to these conditions may differ from one sector to another, and the oil sector, environment sector and trading sector is one of the most important sectors that are affected to a greater degree than others due to the nature of this sector's work and the acceleration of its developments, the nature of its outputs and because it works in an environment characterized by a large degree of dynamism and is affected Many factors make this sector highly competitive.

Accordingly, many modern concepts began to appear on the horizon that the nature of the stage brought about as effective factors for the success of any organization, and the only rule that these organizations must follow for growth, development and permanence is competition and the diversity of their strategies. Among these factors and concepts, including the technological capabilities that it must possess to lead it to implement its strategy by keeping pace with technology and its successful application, as information technology today represents a basic necessity more than being additions to the work of departments and has made remarkable progress from its traditional role that it used to play in its advanced role in Formulating, implementing, reviewing and evaluating business strategies and operations.

Therefore, we notice that business organizations strive to be faster than others in their acquisition of new technology and compete with others through their utilization of information technology in an ideal manner that ensures that they develop new methods to adapt to the new technology and use them in a useful way to enter into future projects and investments by seizing opportunities and making the right decisions with the help of the technology used as well.

On accepting possible risks, which makes it a pioneer in its field and capable of excellence and creativity, the fact that the world today is characterized by a high degree

of scientific progress and technological superiority in all fields, which encouraged company to apply modern technology and adapt to the environment with high efficiency and compete with others and compete for the opportunities presented, as the survival is limited In our world today only for leading organizations in keeping pace with technological and informational developments.

From this standpoint, the idea of this research was formed, to take upon itself to present modern topics that have an effective and influential role in improving the performance of companies despite the direct challenges they face.

Due to the need of companies for such research, this research came to adopt testing these concepts in a company in the oil sector by shedding light on the role that information technology can play in implementing the strategy of the oil company, which operates in a sector characterized by a high degree of importance because this sector The most important vital industrial sector in world , because world is living in a sensitive stage, and therefore the Oil Companies faces many environmental challenges that impose on it the necessity to reconsider its practice and performance with a close and watchful eye for the expected changes in the near future as it is possible and very important.

Where the research seeks to achieve a number of goals, including:

- Knowing the main technological factors that help the company to accomplish its work efficiently and effectively, and the company strategy development.
- Diagnosing the level of strategy implementation in Scandinavian Quick Solution Company.
- Defining the role of information technology (relationship) in the strategic implementation of the company.

From this standpoint, the current research seeks to study the relationship of information technology as a variable Independent and its role in implementing the strategy as a dependent variable, as the study was structured in its theoretical dimensions in three chapters, The first chapter was divided into two topics, the first topic the concept of strategic management, the second topic the concept of information technology, in the

second chapter, the focus was on analysing the environment for the internal external of the company .and the third chapter devoted the goals to be achieved and the tools that must be used to develop the company's work.

KEYWORDS

Information technologies, strategic management, information technologies classification, strategic management process, strategy development.

RESEARCH METHODOLOGY

This topic seeks to present the research problem as well as the objectives envisaged thereof, to determine the importance of research in the theoretical side, its model and hypotheses, and to clarify the temporal and spatial research limits, as well as the research methodology followed for the research as follows:

- The research problem

Business organizations in general and their administrations at this stage face great challenges and difficulties in a business environment that is characterized by dynamic conditions and a state of uncertainty.

Which has become an adjacent characteristic to it, and perhaps many of the changing factors have provided the business environment with these characteristics, on top of which is the rapid progress in innovation, especially in the field of information technology and communication and the escalation of competition, imposed on organizations, including oil organizations, a new era that requires them to deal very seriously with many The problems and variables that have become the most important challenges for the decision-maker in light of the changing environmental conditions surrounding the organization in the environment in which it conducts its activities.

1 CONCEPT OF STRATEGIC MANAGEMENTt & INFORMATION TECHNOLOGY

The problem is evident at the field level, as oil companies carry out enormous tasks in a sector of great importance to the economy, and the question is here. Was the manager in this company able to devise the best ways to employ information technology in implementing the company's strategy?

The problem can be expressed by raising the following questions:

- 1- What is the level of use of information technology in Oil Company?
- 2- To what extent is the implementation of a strategy in the Oil Company?
- 3- What is the level and nature of the relationship between information technology and strategy implementation in Oil Company?
 - Research importance

The importance of research is evidenced by its clarification of the issue of information technology, which has become one of the most prominent topics that have attracted the attention of academics and practitioners in the contemporary time, after the area of their uses has increased and varied between various business fields.

The world lives today in the age of information and communication. At an accelerating rate not seen before by the human community.

- 1- Theoretical significance:

The importance of theoretical research is highlighted through the intellectual discussion of modern concepts and topics in management thought that work to clarify the role of information technology and communication in implementing the strategy of Oil Company and to identify the advantages of using information technology tools in implementing the company's strategic plan.

- 2- Practical importance:

The research is a guide for corporate managers in terms of the results it will reach, especially in the oil sector and specifically in the field of oil companies, in how to better employ information technology and communication in the implementation of the strategy.

– Hypothesis search scheme

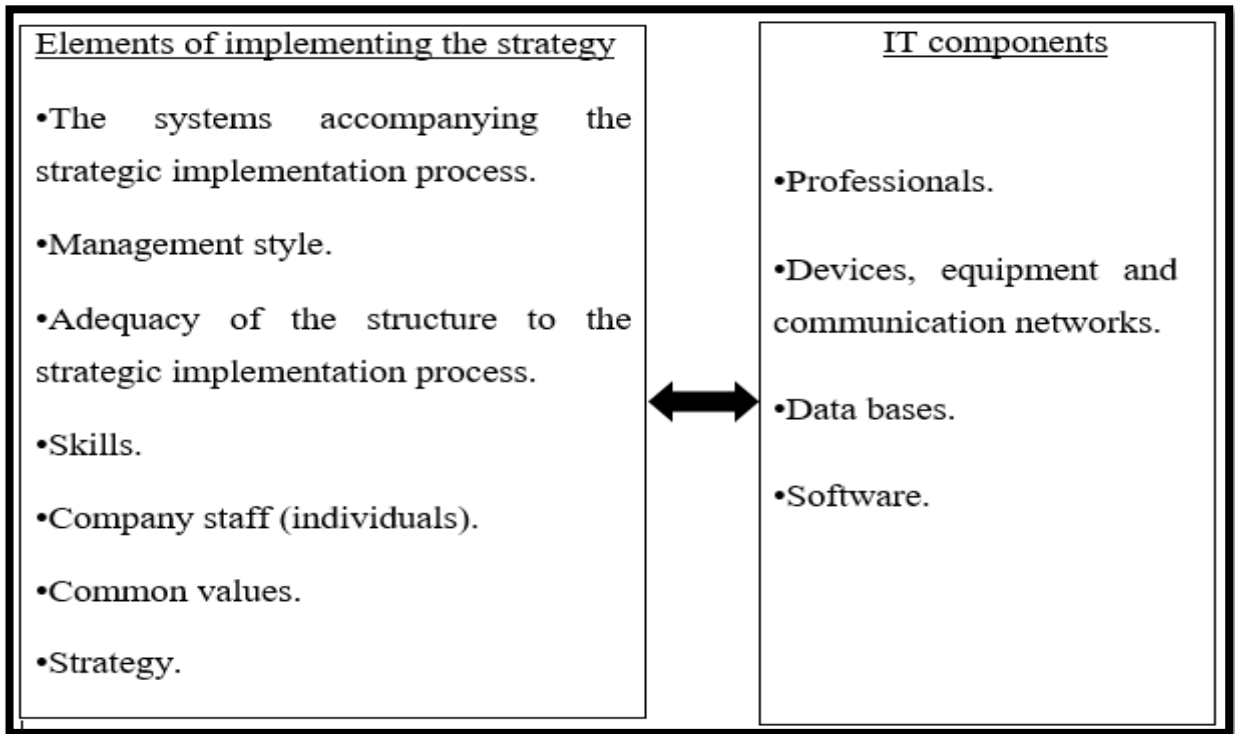


Fig .1-.Hypothesis search scheme

There is a significant and significant relationship between information technology in its dimensions (professional people, devices, equipment, communication networks, databases, software, applications) and the strategic implementation of oil companies in its dimensions (systems accompanying the strategic implementation process, management style, suitability of the structure for the implementation process, skills, company staff (individuals)).

The following sub-hypotheses are branched out from this main hypothesis

- 1- There is a significant correlation relationship between the professional and the strategic implementation.
- 2- There is a significant correlation between devices, equipment and strategic implementation.
- 3- There is a significant correlation between databases and strategic implementation.
- 4- There is a significant correlation between software and strategic implementation.

– Research variables:

The independent variable

(Information Technology) It is “the devices, equipment, methods, and means that individuals use and use in obtaining photographic and digital information and processing that information in terms of recording, organizing, arranging, storing, retrieving and displaying it in a timely manner to its student, and it includes storage Retrieval and communication technology.

The dependent variable

(Strategy Implementation) means the implementation or implementation of the strategy process by which strategies and policies are put into practice through programs, budgets, and procedures.

The problem is evident at the field level, as oil companies carry out enormous tasks in a sector of great importance to the economy, and the question is here. Was the manager in this company able to devise the best ways to employ information technology in implementing the company's strategy?

The problem can be expressed by raising the following questions:

- 4- What is the level of use of information technology in Oil Company?
- 5- To what extent is the implementation of a strategy in the Oil Company?
- 6- What is the level and nature of the relationship between information technology and strategy implementation in Oil Company?
 - Research importance

The importance of research is evidenced by its clarification of the issue of information technology, which has become one of the most prominent topics that have attracted the attention of academics and practitioners in the contemporary time, after the area of their uses has increased and varied between various business fields.

The world lives today in the age of information and communication. At an accelerating rate not seen before by the human community.

- 3- Theoretical significance:

The importance of theoretical research is highlighted through the intellectual discussion of modern concepts and topics in management thought that work to clarify the role of

information technology and communication in implementing the strategy of Oil Company and to identify the advantages of using information technology tools in implementing the company's strategic plan.

1.1 Concept of Strategic management

The strategy the set of decisions and actions resulting to formulate and implement strategies design to achieve the objectives of an organization.

The Strategy is necessary to have and develop internal ability Globalization and strides in information technology makes strategic management complex. Strategic management is concerned with deciding on strategy and planning how that strategy is to be put into effect.

the Analysis of the Strategic Management it is a continuous process but that does not mean that the organisation never finishes its strategic work, Managers will always be focusing or reflecting on some aspect of strategic management, through different aspects of strategic management require different emphasis and effort of varying intensity at different times. Though the process of strategic management starts with the step of performing an environmental analysis, and moves on to strategic control, it comes back as environmental analysis. Strategic management consists of a series of steps repeated cyclically [14].

Various activities of strategic management draw the inputs from various functional areas of management, Strategic management process integrates human resources with information technology, marketing, production/operations and finance. All these functional areas of management, in thus, the cross-functional team member's work together and the organisation will enjoy the benefits of synergy.

Where Strategic management identifies its purpose as ensuring that an organisation as a whole appropriately matches its ever-changing environment, Organizations must modify their strategies in accordance with the changes in its environment.

Whereas basic financial planning is The Main concern during this phase is simply meeting annual Budget requirement, Operational functions like production, marketing, finance and human resources and emphasizing, all of these role depend on information technology and the operational control. Forecast-based planning: During this phase, the primary concern is mainly on effective plans, environmental scanning, plan for the future and allocation of resources.

In the Externally-oriented planning is there a remarkable shift during this phase. The notable developments include:

- 1-Increasing response to markets and competition;
- 2-completer situational analysis and assessment of competitive strength;
- 3-evaluation of strategic alternatives and allocation of resources based on changing needs from time to time.

Need for strategic management is allows firms to anticipate changing conditions, Strategic management provides clear objective and direction for employees. Research in strategic management is advancing so that the process can help managers. Business which perform strategic management are more effective [5].

As the Environment is not static it is more dynamic and global environment also affects most of the firms. Strategic management helps in understanding environment and formulate strategy to suit to the environmental dynamism.

The process of strategic management a process in management is defined as a perceptible flow of information through interrelated stages of analysis directed towards the achievement of an aim. There are four basic elements in the process of strategic management:

1.1.1 Basic elements in the process of strategic management

1. Environmental scanning:

Environmental scanning is very important phase of the strategic management process because its results are the base for developing the enterprise strategy and strategy re-engineering. Once the enterprise has specified its objectives, it begins with its current situation and develops a strategic plan to reach these objectives.

An environmental scan is performed to identify changes in the external and internal environments and the available opportunities and problems. This process is also known as situation analysis which involves an analysis of both the external and internal environment. The external environment has two aspects: the macro-environment and micro-environment.

Macro-environment affects all enterprises and its analysis is known in scientific literature as PESTEL Analysis we will explain more about this later.

Micro-environment affects only enterprises from one industry. Its analysis includes problems such as competition in the industry, the activity of competitors, customers, suppliers, products portfolio, innovations in the industry, and etc. The internal environment analysis deals with all aspects inside the organization.

Therefore information technologies and software applications used in environmental scanning must support gathering, processing and analysing the information about the external and internal situation for the enterprise. In this phase of strategic management process we can use any kind of information technology which can be applied for reducing uncertainty:

- Geographic information systems – they are very suitable to geographic monitoring of customers, suppliers and competitors and for market geo-positioning.
- Systems for detection of important environmental changes and opportunities as well as systems for internal and external environmental analysis.
- Knowledge-based and knowledge management systems which combine the latest achievements in the field of information technologies and have strategic impact over the business development and gaining competitive advantage.
- Information systems for extraction and processing information from various external and internal information sources.
- Patents and know-how discovering and monitoring tools.
- Data mining and other business intelligence technologies.
- Industry trends and innovation predictions technologies.

2. Strategy formulation:

Refers to the development of long term plans for managing opportunities and threats in the external environment, and for utilizing the strengths and overcoming the weaknesses within the organization [1].

A strategist takes into consideration components of strategic management such as company mission, company profile, external environment, strategic analysis and choice, long-term objects, annual objectives, grand strategy while formulating a strategy.

Strategy formulation helps an organization to capitalize on available opportunities. Address the challenges faced by the organization. Provide leadership that understands and masters change. Incorporate an in-depth planning model that involves the community. Therefore we need information technologies with forecasting features as well as for reducing uncertainty:

- Information technologies which support the strategy generation process.
- Strategy modelling tools – current and ideal state modelling.
- State space analysing systems.
- Scenario development and evaluation systems.
- Strategy mapping tools.
- Strategy visualization tools.
- Tools for strategic business modelling.
- Strategic forecasting technologies.

3. Strategy implementation:

The process by which strategies are put into action is called strategy implementation. Programs, budgets and procedures are developed for this purpose. This process may call for changes in overall culture, organizational structure, and/or the management system.

The implementation of strategy is typically handled by middle and lower level managers, except when drastic company-wide changes are needed. Requirements for strategy implementation:

- A. Structure: The firm's structure plays a vital role in achieving firm's objectives. A proper structure is essential for strategy to be operational. As Structure serves as a

vehicle for managers to exploit the skills and capabilities of their employees. They can further use the structure in motivating their employees through providing incentives to ensure superior efficiency, quality, innovation or customer responsiveness.

B. Budget: This is a statement of the programs to be implemented in monetary terms and is used for planning and control. The budget details the investments to be made and the returns expected from the investments.

At this phase of the strategic management process we can use:

- Strategic plan formulation systems.
- Change management systems.
- Technologies for supporting organizational structure development and re-engineering.
- Team collaboration supporting systems.
- Resources allocation supporting technologies.
- Strategy implementation monitoring tool.

4. Evaluation and control:

Evaluation and control refer to the processes in which corporate activities and performance results are compared with the desired performance. This information is used to take corrective action and resolve problems.

It also pinpoints the weaknesses of strategic plans implemented earlier.

For effective evaluation and control, the management must obtain clear, prompt and unbiased information from the people who actually execute the strategies. Unbiased information is essential as this information is used for corrective action and to minimize the mistakes the organization might commit in the future [15].

Where Feedback is very important part of the evaluation process as it provides an opportunity to revise or correct decisions made in the earlier stages. Poor performance indicates that something has gone wrong with either strategy formulation or implementation. It could also mean that a variable was ignored in the environmental analysis.

To suit these needs the following systems could be used:

- Business performance measurement systems.
- Strategic control systems.
- Strategy evaluation and re-engineering systems.

1.1.2 The importance of strategic direction

It is represented in strategic decision-making in business organizations to face environmental shifts such as change in competitors' activities and customer requirements, fluctuations, financial crises that these organizations may face, and negative trends, and the importance of strategic direction for business organizations is highlighted through their ability to Draw the goals and objectives of the organization in an appropriate time frame and in an environment characterized by speed and uncertainty.

The importance of the strategic direction can be illustrated.

1. It makes the higher management more responsive and aware of the surrounding environment conditions and limiting its impact.
2. Determining future directions (where business organizations go) and developing the ability to think strategically in the future.
3. Clarifies the strategic objectives of business organizations and works to achieve them efficiently and effectively.
4. The strategic direction is a prominent source in achieving better performance, as well as the basis for the success of business organizations in the long-term and sound within the organization.

The researcher believes that the importance of strategic direction is a tool to help the higher management in the organization define its objectives according to logical, measurable and auditable criteria, and provides accurate information on future projects, their degree of risk and the gains they contain.

1.1.3 Levels of strategic direction

There are three levels of strategic direction, namely:

- Strategic direction of the (supreme) organization indicated that whenever the senior management undertakes the strategic direction process at this level by planning all activities, formulating the mission of the organization, defining strategic objectives, and providing all necessary resources
- Strategic direction of (middle) business units

It can be said that the strategic orientation at this level aims to maintain the competitive advantage of the organization, as this level is characterized by being more focused and less time-consuming than the overall strategy of the organization, and it should be noted that strategy formulation is the responsibility of managers of (middle) business units, as it is Promote strengths, address weaknesses in the internal environment, design work systems, and analyze conditions in the environment to exploit opportunities.

- Career strategic direction (operational)

It is through the existence of a number of strategic plans at the level (marketing, sales, research and development, and financial), for example, the strategic direction that relates to human resources.

We find that this approach is concerned with wages, rewards, appointment, as well as training, and in the financial aspect such as budgeting, investment, and control, despite From the multiplicity of strategies at this level within a single organization, where they should interact and integrate with each other in order to achieve the comprehensive strategic direction that achieves the future goals of the organization, as well as achieving competitive advantage.

1.1.4 Strategic implementation requirements

The process of moving from strategy formulation to implementation is not an easy task in any organization, and this matter becomes increasingly difficult and complex in large organizations with a great diversity of activities.

The organization does not need to use the logical hierarchy, and many events that affect the organization are unknown, and there are limits For the extent of information that the higher management can collect and respond to, and this requires the

management of the organization to use the progressive approach in implementation, and if the formulation processes require some kind of intellectual, analytical and synthetic skills, then the implementation process requires possession of real action and achievement skills, accuracy in achievement, prolongedness and patience to follow the achievement with high commitment, indicated that (managing the organizational structure, developing an appropriate organizational culture, determining the implementation approach, mobilizing resources in both its tangible and intangible parts, and assessing the strategy implementation skills for managers) represent the basic requirements for implementing the strategy [11].

Effective implementation of the strategic plan requires determining the requirements necessary to implement the plan, providing it, determining the person responsible for it and the timing of implementation to the requirements of implementing the strategy by defining an organizational structure and appropriate administrative systems to implement the strategy by adopting efficient administrative methods to apply and spread an organizational culture consistent with the organization's strategy.

And this model still determines the actions and actions taken by the executive heads of companies to this day as it depends on: Reducing unnecessary costs and expenditures by concentrating all resources towards the strategic goal and stimulating and empowering the workforce to achieve this goal by enhancing and improving performance. In light of these elements, the appropriate approach is chosen to implement the strategy and set standards for the control and evaluation process, and regardless of the details and specificity of each organization, a set of specific requirements emerge that requires focus on it to ensure the success of the implementation process as it pushes the administration to review the scale of priorities for the agenda of the implementers of the strategy.

The researcher believes that all the details that have been presented regarding the strategy and its implementation process, which is more difficult than formulating it successfully, does not necessarily guarantee success in implementing the strategy. The fact of the matter is that within every organization there are elements for success and

others for failure, and what distinguishes one organization from another is the extent to which it benefits from the elements of success in Improving competition opportunities in the market, in spite of this, but the processes of strategic management are characterized by continuity, that is, the transition from the formulation process to the implementation process and then to the process of monitoring its implementation is carried out continuously without time intervals due to the nature of the complexity of the environment and the rapid and sudden changes, which makes the process of prediction More difficult than is the case in the more stable environment, and the "senior management" has the responsibility to provide the future view of the organization and to follow and monitor new dimensions, whether at the level of the internal environment or the external environment.

All this imposes on the organization to have high flexibility during the implementation of its strategy and take corrective measures when The occurrence of deviations, and this was confirmed as he noticed an increasing trend among researchers in the field of strategic management By giving more attention to the processes of implementing the strategy efficiently and effectively, considering that implementing the strategy is in most cases more difficult than formulating it.

1.1.5 Determinants and difficulties of strategic implementation

Successful implementation depends on a set of important determinants that all fall within the internal and external environment of the organization. According to (Thompson, 2003: 357), the determinants of strategic implementation are building the organization and providing it with competitive advantages, skills and strong resources to successfully complete the strategy, monitor budgets and establish policies that support the strategy by employing the best experiences and pushing for continuous improvement in establishing a broad information and communication network as well as connecting Rewards and incentives for achieving goals, performance and good implementation [4].

Has indicated that some researchers refer to the determinants of strategy implementation as elements or factors that are adopted for effective implementation as to whether change management, structure management and organizational culture management are identified. The implementation process and limits the success of the process, according to what was reported by, including that the implementation processes required a longer time than what was mentioned in the original plan due to the occurrence of a group of unexpected main problems or a defect.

In coordination activities, crises arise that attract management attention away from implementation processes, or human resources may not be qualified to perform the functions as required you need training to support implementation of strategies.

1.1.6 McKinsey's Model in Strategy Implementation

When talking about the strategic implementation process, it is necessary to refer to the McKinsey model in implementing the strategy. By developing a framework from a set of factors that help organizations better in achieving superior performance, this framework was called the McKinsey 7S model.

(McKinsey's 7S Framework) and requires the availability of seven variables, each of which begins with the letter (S)

It is concerned with the statement of the administrative and organizational elements necessary for the success of implementing the strategy, and Figure No.

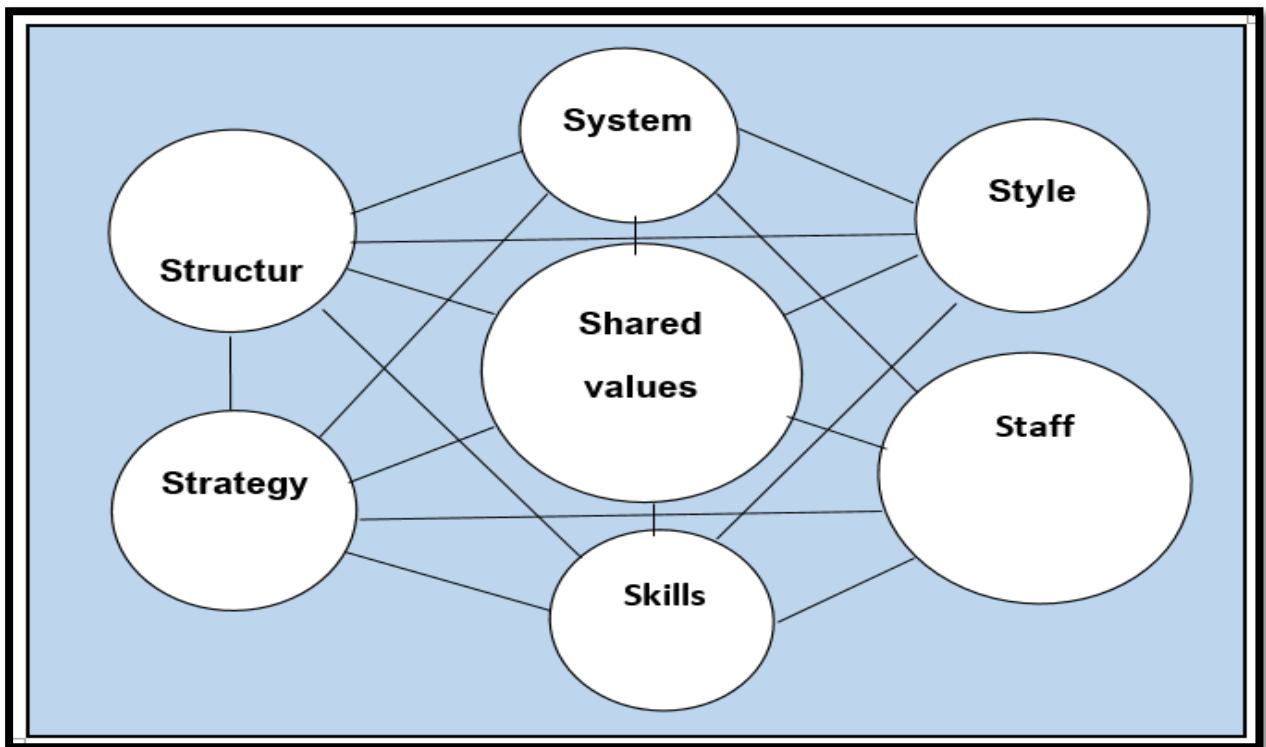


Fig.2.-McKinsey's Model in Strategy Implementation

As the model is a guide to detect any deviation that occurs in the application of the organization's strategy, the main contribution of the model is in its focus that the successful implementation of the strategy depends on several variables and relationships, and usually there are two types of errors that are constantly repeated:

The first category relates to the errors that result from the method used by the strategic management, as a large number of errors that fall within this category can be avoided if there is a deep understanding of the strategic management.

The second category denotes the errors that result from the uncertainty that accompanies strategic management processes. These administrative and organizational elements are as follows:

- 1- Strategy: It refers to an integrated set of practices aimed at outperforming competitors and improving the image of the organization. As we explained in its definition, it represents a group of actions that aim to achieve the set goals and make changes to reach specific future goals and are subject to modification according to environmental developments.

- 2- The structure: it represents the set of relationships shown by the organizational map, and the works, tasks and responsibilities to achieve integration and coordination in work (Bani Hamdan and Idris, 2009: 301).The organizational structure of any institution is a means or a targeted tool to help it achieve its goals efficiently and effectively by defining the roles of individuals and achieving harmony between various units and activities and avoiding overlap and duplication. The success of the organization in building a successful organizational structure depends on its ability to adapt, match and harmonize its organizational structure and objectives. As well as the efficiency of the human element, and the efficiency of its material resources, and through this it becomes clear the importance of an organizational structure for the institution.
- 3- Systems: a group of elements, vocabulary, or components that are related to each other and have interactive relationships that enable them to form an integrated work to achieve a specific goal. And there are those who give the system more detail as: “A group of parts or subsystems whose relations overlap with each other and the system that contains them, and each part of which depends on the other in achieving the goals pursued by this total system.
- 4- Management style: It represents the leadership methodology adopted by the top management and the methodology of operating the institution, as well as the method of introducing employees to themselves and their institutions in the external environment.
- 5- The staff: This component refers to the individuals within the organization in the sense that thinking is not only about the personalities of individuals but also about their demographic data at the level of the organization and then how to employ them to implement the strategy.
- 6- Shared values: They represent the basic aspirations and aspirations that the members of the organization share and often we do not find them explicit in the goals but rather express broad ideas, and these common values are embodied in the organization's culture that distinguishes it from other organizations.

7- Skills: It is the abilities, capabilities, or competencies that distinguish the organization from others. It is the group of abilities and capabilities that make workers able to perform their roles successfully by converting information and knowledge into a practical reality and often aspiring Organizations that aspire to attract skills that achieve a competitive advantage that cannot be imitated.

1.1.7 Measurements of the effectiveness of the strategic plan

Managers practice in a constantly changing environment, which calls for the need for an effective strategic marketing process. However, measuring the effectiveness of marketing in the literature has been ignored. The need for a new management tool called the Marketing Planning Index, which measures the effectiveness of marketing.

The tool is tested on the service industry. Our findings indicate that the Marketing Planning Index is a simple yet powerful management tool that helps in developing the diagnostic information needed to create enterprise and business level initiatives designed to improve the effectiveness of strategic marketing [13].

During three decades of empirical research, strategic planning has been proven to be an essential prerequisite in successful organizations. Although this has not always been proven in empirical research, positive planning-performance studies outnumber negative ones. There have been a variety of empirical studies that have reported the benefits of strategic planning

Including both financial and non-financial statements In addition, the performance attributes are divided into past and future,

This allows our model to cope with the impact of the time gap implementing strategy and performance. The study identified the exchange of information as indicative of effective planning.

This occurs through iterations in the planning cycle, while this study focuses on job coverage through the planning process. Although the degree of functional integration may differ within the industry from one company to another due to various competitive strategies, it has been highlighted. So it was interesting to see that the factor, which is the coverage given to different jobs and employee levels, it would be

better if all the jobs were equal involved during the strategy process, that would hardly be the case. There is no need to emphasize marketing because the main focus is on operational efficiency. On the contrary, the industrial units are constantly seeking [3].

Enhancing the importance of using the strategy Planning tools and techniques in the sector, strategy management and oil dealing. The extent, and therefore, reliance on evaluation criteria and investment technology is an important aspect of vertical measures. Experiments have shown how management technology can be used to measure performance in oil sector companies to bypass traditional quantitative analysis and penetrate the underlying qualitative processes. Relying on analytical techniques, especially those related to its treatment, uncertainty was identified, and the critical aspects of the study were various tools and techniques that range from doing nothing to using scenarios. This study places a lot of emphasis on using the discount rate to allow for uncertainty through the use of investment valuation techniques such as net present value. The oil industry sector through case studies in the main oil sector groups showed the oil sector and strategic analyses and the accounting function has become increasingly involved in strategic management accounting in both planning and earmarking.

The government has adopted a strategic planning approach for the private sector to help set priorities and allocate scarce resources in a changing environment. However, often, public sector strategic planning is an event - or worse, just a document. A strategic plan for the state is presented with a lot of fuss and then fades away. Or the agency is preparing a strategic or executive fulfilment strategic plan but does not use the plan to direct the agency's activities.

Strategic planning is an ongoing process that requires continuous feedback on how existing strategies work. The market tells the private sector how it is. Profit levels, return on investment and sales trends let companies know when to adjust their strategies. Benchmarking provides the public with comparable information.

Strategic planning looks forward to the desired goals; Performance measurement looks back at achievements. Joint strategic planning and performance measurement constitute an ongoing process of governance for the desired results.

The strategic plan defines the performance to be measured, while the performance measurement provides comments that keep the strategic plan on the target. Communication enhances both operations Strategic Planning and Performance Measurement Department.

Benchmarking depends on the final results identified not only the activities, but the outcomes of those activities. The goals and objectives of the Strategic Plan focus on measuring performance on results and help determine appropriate performance indicators. You should review your strategic plans regularly and know what your goals, objectives and outcome measures are Conditions have changed.

The periodic performance indicators report provides the information needed to guide adjustments in strategic plans. This information keeps strategic plans on target and is able to absorb environmental changes.

Officials interviewed during the site visit agreed that some agencies soon saw the advantage of strategic planning and performance management, while others did not. Only when certified service providers were linked to the budget process, using performance indicators, and all agencies took the strategic planning requirements very seriously to ensure the well-established strategic process in place.

The link between strategic planning and performance measurement has improved the understanding and use of both processes. The revised goal enables management to determine performance, track good progress, and understand what is required. The integration of strategic planning and performance measurement by operational agencies has improved management and provided a basis for additional results-based governance activities - most notably, the program budget effort based on actual performance.

Officials note that each iteration of the agency's strategic plan review process has increased understanding of strategic planning and performance measurement.

Cities in cities that have successfully implemented strategic planning and performance management have also served as lead agencies for performance budgeting. Under the new government, performance-based program budgets have expanded to include all cities with good and successful strategic planning

The strategic plans of the city in question, which now use common program categories, allow the collection of a country's program budget.

1.2. Concept of Information Technology

We use the term information technology or IT to refer to an entire industry. In actuality, information technology is the use of computers and software to manage information. In some companies, this is referred to as Management Information Services or simply as Information Services.

The information technology department of a large company would be responsible for storing information, protecting information, processing the information, transmitting the information as necessary, and later retrieving information as necessary.

Senior executives, strategic planners, and information systems managers are increasingly turning their attention to opportunities for achieving competitive advantage through information technology. There are several explanations for this recent trend, not the least of which is the publicity received by companies that have gained significant advantage through information technology.

The unstable economic conditions of the last few years have helped to create a challenging business environment and an "economic imperative" for information technology. The technology is also offering a greater array of capabilities at lower costs than ever before. Finally, firms' abilities to utilize the technology are also improving. The transaction processing and decision support systems already in place in most firms provide a base on which systems for competitive advantage can be built. Without this base, many of these systems would not be possible.

Several authors have identified the underutilization of information technology as a serious problem facing both information systems and business managers. Technology-

based competitive opportunities are overlooked because of senior management's ignorance of information technology and its potential uses, poor communications between the information systems group and the rest of the business, resistance to change, among both information systems and business personnel, a lack of focus on opportunities for competitive advantage, and a lack of instruments to measure benefits [20].

Suggestions to draw attention to the capabilities of information technology range from the development of better measures of the efficiency and effectiveness of organizational functions, to major changes in the current structure of organizations. For example, identify a need for the development of measures of the impacts of information systems on specific functions. Suggests that important changes in the fundamental nature of work and the structure of organizations are needed, so that better use of information technology can be made. He predicts that information technology will become the backbone of corporations, and that organizations will develop around their telecommunication systems. Point out the importance of proper management for the successful deployment of information technology.

The mission and management of the information systems group should be consistent with the firm's dependency on technology and the opportunity for competitive advantage that the technology represents.

These recommendations for increasing the utilization of IT focus on correcting organizational deficiencies that have restrained its effective use. Other researchers have focused on the potential for information technology to improve strategic performance. They have worked to develop tools and methodologies to help the manager find valuable opportunities for IT within his or her organization [19].

Opportunities arising from information technology can be viewed from three perspectives: that of an organizational designer trying to improve the efficiency and effectiveness of the current organization, that of an industry insider trying to outmanoeuvre other participants in a competitive game, and that of an outsider

investigating whether to enter an industry. These perspectives represent three major strategic views: internal, competitive, and business portfolio.

Internal strategy is concerned with the development of efficient and effective organizational structures and processes for achieving goals and objectives. Competitive strategy focuses on competitive moves within the industries in which the organization does business. Business portfolio strategy concerns the choice of which industries to compete in and how to position the organization in those industries.

1.2.1. Classification of information technology

Many people imagine that the concept of technology is mainly related to the tools and machines that are made, and this in terms of science is a wrong concept. Technology, in fact, is the human mind that thinks about how to manage life for the better on the part of the machines, tools and equipment provided to this mind. On another side, better service than the previous one. As both indicated that information technology (IT) consists of two parts: a physical part and a mental part, and the physical part consists of computer equipment, automatic control and communication technology, and the part It consists of software, artificial intelligence, and software engineering.

And presenting the concept of information technology as a set of tools that help us receive, process, store, retrieve, print and transmit information in an electronic form, whether in the form of text, audio, image or video, using computers and multimedia applications and software. Information technology has also been defined as all the means and devices that individuals use in the organization in order to obtain data and information and process them for the purpose of storing and refer to them when needed, and it consists of a group of individuals' experiences, computers, other means of communication and software that helps in the development of the organization's performance.

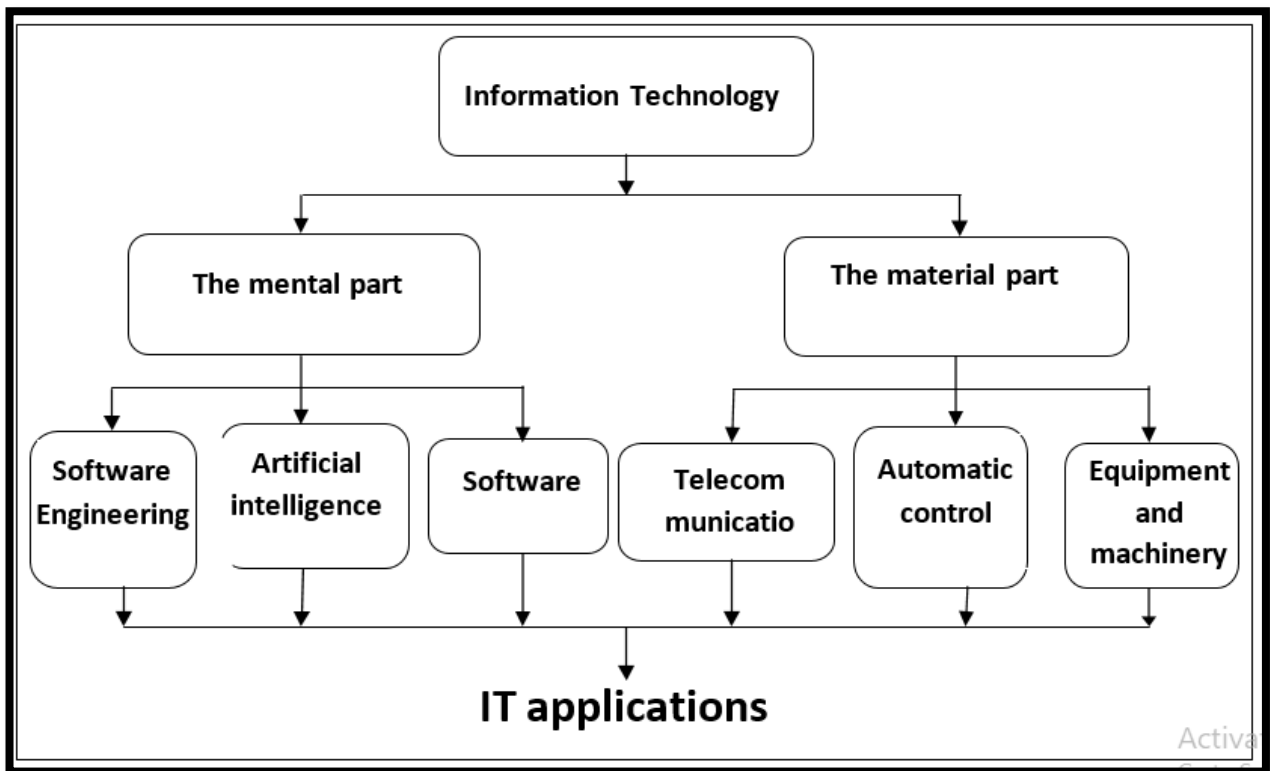


Fig .3.- The concept of information technology

It is also defined as the technology required for the process of data capture, classification, analysis and rebroadcasting to provide valuable outputs to the end user in the appropriate time and place with the aim of improving performance indicated that it is possible to write an equation for information technology that clarifies the nature of integration between the basic components, as ((information technology = computer + communication)) [8].

Through the aforementioned clarification of the concept of information technology, we can say that the opinions of researchers regarding the concept of information technology have varied, but they all agree that this term refers to the wide range of ideas, capabilities, technical skills, and the various material, human and information capabilities that are used to collect and process data for the production, storage and dissemination. Information on a large scale, retrieving it electronically when needed, and investing it in making the right decisions that would improve the organization's performance and successfully implement its strategy. It is sometimes easy, when discussing the concept of information technology, that one finds himself elaborating on the concept of technology and forgets the reason for the introduction of

technology and the basis for its development in the first place, which is information (INFORMATION). Data collected, organized, and analysed in a way that would be of benefit to its users and appropriate to the decision-making process . As the information is considered as a commodity that has a wide market locally and internationally and is distinguished by being of an exotic character, it is possible to sell it to more than one buyer at the same time without this diminishing the balance of its owner or buyer, in addition to the information as a commodity, so it cannot be completely withheld from the market as it deteriorates Its value over time, which calls for speeding up its sale. And it turns out that the information is data that has been processed in one way or another, and that the mere processing of the data does not transform it into information, because the standard of differentiation is based on the extent of the usefulness of the information to the administration, so the data are (numbers, words, names, shapes) that can be stored in a certain way as for the information It is the useful information, so if the data is useful, it is considered information in itself, and if no treatment is made on it, for example the price of the organization's product with its competitors. Information is the main element that reduces suspicion and increases the degree of confidence in a particular situation or decision. It can be described as data that has been operated in a way that increases the knowledge of the individual who Uses data.

As information is increasing at a great rate as a result of recent developments in the world, the emergence of new disciplines, the overlap of human knowledge, and the growth of productive and consuming forces and beneficiaries of information.

1.2.2 The importance of information technology

The use of technology in obtaining and transmitting information has become one of the most important pillars that enable us to keep pace with development and progress in all areas of life, and the importance of information technology is highlighted as it helps organizations save time, effort and money, whether it is in the field of obtaining, transferring or preserving information.

Technology is considered the basis on which organizations depend in achieving their competitive advantages due to the active and main role they occupy in the success of these organizations. No organization is able to collect, store, analyse, publish and benefit from information without the availability of modern and sophisticated methods and technologies, thus highlighting the importance of information technology in organizations. It works to change the way organizations work and reshape their products and services in a modern way, relying on the outputs of information technology. [10]

In addition, technology helps organizations obtain the information required to perform their work appropriately and distinctively or create new opportunities. It has become known that a mother of this age is one who does not master the foreign language and the use of information technology because of its importance. As it is the availability of means, tools and assistive technologies in this field.

1- The emergence of new information systems based on the use of electronic computers and advanced communication networks has led to an increase in the role of information and knowledge today in making competitive advantage, as the competitive advantage has become the creation of the human mind and its capabilities and not the gift of nature as it was previously.

2 - The great demand for information, as it has turned into an important strategic resource, which has led to an increase in the influence of knowledge and information in modern societies and the development and development of communication networks and precise treatments [7].

The successful organization today is one that is able to balance between the abundance of information and its scarcity and that the importance of information technology is also evident through the expansion and revitalization of the communication network and the creation of new methods for it that allowed flexibility and speed in development and improving performance. The importance of information technology is due to its characteristics, including its wide spread and endurance, both in relation to the number of participants or those connected, as well as the volume of information transferred, as well as its speed of performance, ease of use and diversity of services.

Therefore, it is clear that information technology works to enable the organization to continue successfully through the completion of work efficiently and effectively, based on scientific and knowledge technology services, experiences and skills of workers in organizations that are reflected in the reality of work and thus lead to increased production and the acquisition of a distinguished competitive position.

1.2.3 The goals of information technology

Information technology has played an important role in the service of information and has achieved many goals, including the delivery of information to researchers according to their objective needs and scientific problems, in order to develop appropriate solutions to them and provide information to citizens to raise their cultural, professional and scientific levels, and then create a better developed society at all levels and levels. The impact of information technology has become clear-cut on various types of contemporary organizations and institutions with the purpose of achieving several goals, including.

- 1- Capital management
- 2- Increasing productivity
- 3- Carrying out various types of work
- 4- Realizing strategic opportunities and advantages.

The researcher believes that technology contributes directly and indirectly to increasing the processes of innovation and creativity and raising performance, as information technology has become a strategic tool for distinctive organizational performance, and this will enable the administration to lead the organization and bring it to success through the implementation of plans and work to achieve the goals successfully using the available modern technology. The role of information technology has emerged as an indispensable means for the success of the administrative process in organizations in order to survive, compete and successfully survive through realizing the nature and data of global changes in the business environment and the continuous interaction between its various forces and understanding the extent of the impact of that interaction on the

effective administrative decision-making process based on Technology techniques, knowledge and the ability to improve its achievements and keep pace with the new methodology for managing with information based on the use of modern technology, so that the organization occupies an effective and strong strategic position that supports the organization's vision in achieving comprehensive progress and continuous development to gain a leading position in its field of work [12].

1.2.4 Characteristics of information technology

Information technology has many characteristics that distinguish it from others, and here is a group of the most important of these Properties [9].

- High speed performance and digital calculations.
- Providing fast and accurate communication at low cost, within or between organizations.
- Store large amounts of information in an easily accessible way and in a small space.
- The possibility of quick access to a huge amount of information around the world at low costs.
- Increasing the efficiency and effectiveness of individuals working as groups in one place or in different locations.
- Present information in a clear way that challenges the human mind.
- Automated mechanization of operations and tasks that are performed manually.
- Speed in printing, editing, and accomplishing all of the above at the lowest cost than doing it manually. As information technology has been able to push organizations to advance a tremendous growth process accompanied by new job opportunities by forcing organizations to rethink the strategic priorities for their business, making a change in the new economies of information, the overall structure of industries, and the methods with which they compete (Abbas, 2003: 69). (Munir and Naima, 2005: 2) explained that the most important characteristics

of information technology are the increase in the ability of individuals to communicate and share information and knowledge.

1.2.5 The impact of information technology on the organization's strategy

Information technology plays an important role in helping business organizations to define their competitive position in the market, as pointed out the characteristics of information technology that help organizations to assume a competitive market position as follows:

- Reducing time and space: carrying out complex tasks quickly, which reduces the time normally spent in processing data. Storage media can store an enormous volume of information that can be accessed easily.
- Miniaturization: It means faster, smaller and less expensive miniaturization, which is the rate of development of technology products.
- Artificial Intelligence: The most important characteristic of information technology is the development of knowledge by using intelligent systems that give specific characteristics to simulate intelligence in human behavior.
- Interactivity: The user of this technology can be both the receiver and the transmitter.
- Asynchronous: it means the ability to send and receive messages at any time convenient for the individual user.
- Mobility and mobility: The user can benefit from its services while on the move to any place through many means of communication such as a laptop, mobile phone and other means.
- Prevalence and spread: means the systematic spread of means of communication around the world.

The strategic use of information technology helps business organizations gain a competitive advantage by providing information and good knowledge of the needs of consumers. Illustrates the integration between the organization's strategy and the information technology strategy [18].

Conclusion

We have discussed that strategy formulating; strategy implementing and action taken based on it are always based on information. Information also has to be processed quickly, accurately and consistently through the application of management information system implemented. Information Technology application provides benefits of speed, accuracy and consistency.

Therefore, it is necessary for managers to understand information technology and how to use it effectively by integrating management information system with their strategic process and which in turn makes great support to business objectives.

Therefore, from the above facts there is no doubt to say information technology systems plays a critical role in supporting the accomplishment of business goals and objectives which is formulated through the strategic management process and the business organization should align Information Technology strategy with the business strategy process.

2 ANALYSING THE INTERNAL AND EXTERNAL ENVIRONMENT OF THE COMPANY

Company Profile

"Scandinavian Quick Solution" - Baghdad office for general contracts and Petroleum and Environmental services and Information Technology" are one of the

Private sector companies working to provide quick and long-term possible solutions for the ministries and government agencies as well as the private sector companies who are involved in the same fields of our company. We are looking forward to offer the best services by providing the local and international expertise using the up-to-date processes in order to minimize the cost and time needed to achieve the best results. Knowledge management and selection of young staff are the basics on which we rely to build our projects to serve Iraq.

Our corporate vision is "Difficult solutions have become easier and Quickest".

Our strategy is Strengthen client base by ensuring excellence and innovation in service delivery, Enhance capability using the "build-borrow-buy" growth pathway, Create and sustain strategic relationships that will guarantee superior delivery in a synergistic manner and Recruit, retain and reward high-performance employees.

What makes our company special is the following:

- We have several fields of work within one firm.
- We have specialty staff with great experiences supervising the young staff so they can pass the knowledge and experience in a professional manner.
- The precise way of selection of the successful and profitable joint-venture with local and international companies. Mastering the work, providing the best and maintaining the rights of our employees are our ethics to which we are committed. Honesty and commitment to the time schedule with our clients are our priority. Our Company is looking forward to obtain the ISO based on our achievements in order to achieve more and more progress.

Our activates and service

- Petroleum & environmental services we have the required expertise, technical staff and the funds to work on the majority of the technical work accompanying oil extraction process. We have the expert staff and modern technologies in addition to the financial and scientific ability to treat all kinds of solid wastes (oil wastes and non-oil wastes). We use the up-to-date techniques and methods for the treatment of solid wastes taking into account the speed of treatment and minimizing the treatment cost. This benefits us to make use of some of the extracted wastes the new techniques will help everyone to stay away from the old processing methods like burying and burning of those wastes. The new techniques will also allow the staff to follow the international standards, laws and environmental regulations. We also have the required authorizations to work in this field.



Fig .4.- Petroleum & environmental services

- General Contracts Construction, electrical, mechanical and their related works.



Fig .5-. Electrical services

- General Trading Practice business including importation, exportation of goods, products, machines, and raw materials, etc.
- Information Technology Participate in the investment of capital in the field of technology and information technology, and their related works including the works of installation, supplying, and consultation of the systems and software of computers and information and the works of programs and software and selling them & training.

Joint-venture

We have more a joint-venture with international and local companies:

1. Damso Turkish Company for Oil, Trading and Agriculture (they have a branch in Baghdad, Iraq).
2. Engineering Management Company for Electromechanical Engineering work in Oil & Gas field and power stations (Jordanian Company and have branch in Iraq).
3. Bint Al-Faisal Construction Company (Iraqi Company).
4. Eye Alhajar for General Contracting.

2.1 Macro environment factors

In this part I want to show the importance of the external factors of macro-environment on petroleum industry, trading and Technological. I would use PESTEL analysis because it responds to this question:

- Are only political, economic, Technological factors and social factors that influence the petroleum industry?

PESTEL Analysis on Petroleum Industry

PESTEL analysis is used by organizations for identifying the factors of external environment of the market that could influence the organization and entire industry. PESTEL analysis is formed by six macro-environment group of factors: political factors, economic, social, technological factors, environmental factors and legal factors. Other authors add new group factors, named international (Moldoveanu, 2007), but I don't want to split to add this factors because all PESTEL groups of factors contain both national and international description.

Macro-environmental factors are less influenced by companies than micro-environmental factors (customers, employee, suppliers, shareholders, media and competitors), but companies of oil industry can have bigger influence of macro-environment than companies from other industries. This fact is resulted because of the need for energy resources for political, economic, social, technological, environmental and legal activities [27].

2.1.1 Political factors

Political factors are represented by the influence of a political entity (party, country, organizations or other type of faction) on the national level, regional level or international level. Most of the countries consider that the oil industry (upstream and downstream) is a strategic point in political, economic and social needs of a country, because this industry has a great influence on transport capacity, energy production, industrial production, chemical production, agriculture and social welfare. The energy independence is a priority objective of every country .Therefore, Iraq is preparing to re-

emerge as a global economic player and as a regional political power with a strategic location with an educated and adventurous population and immense natural wealth. As political stability deepens and turmoil abates, Iraq's business climate has improved dramatically.

Foreign investment is surging. Strategic and financial investors from around the world are seeking ways to invest in Iraq with reliable, experienced, well-connected partners.

The Iraq reconstruction opportunity is singular in scale and scope. Iraq possesses what could prove to be the largest oil reserves in the world and it is the only important oil and gas producer in the world with the potential and the intention to increase production by a factor of four or more times over the coming decade.

The risk of continued conflict and instability in Iraq is evident in the scores on the Failed States Index (FSI). Developed by the US think tank Fund for Peace, this index ranks countries according to their vulnerability to violent internal conflict and societal Deterioration on the basis of 12 social, economic, and political-military indicators.

For the period 2006 to 2008, Iraq received a very high score ranking as the fifth most unstable country in the world after Somalia, Sudan, Zimbabwe, and Chad. Recently, there have been some improvements and Iraq has been rated ninth in the list of unstable countries for 2011 and 2012, which has sent positive signals for opportunities in Iraq. Dr. Sami Al-Araji, Chairman of the National Investment Commission, says that Iraq has "minimum of US\$600 to US\$700 billion of investment requirements and this figure could push towards US\$1 trillion by 2022."

Dunia Frontier Consultants, estimates that the amount of FDI including contracts and services flowing into Iraq totalled over US\$55 billion in 2011, up from US\$42.6 billion in 2010 and US\$28.7 in 2009. These investments have mainly been in real estate, transportation, electricity, industry, and energy sectors. The growth in Iraqi and foreign Investment has also been reflected in the development of the Iraqi stock market, which was opened in 2007. The index had a record increase of 52% in 2011.

Iraq's The Five Year (2010 – 2014) National Development Plan aims to boost the country's economic performance through enhancing political stability and security, building and improving infrastructure, promoting investment in non-oil sectors, and supporting the development of the financial sectors

The Plan involves almost US\$200 billion in investment, creating 3.5 million new jobs, and reducing unemployment by the end of 2014. In achieving these goals, the Private sector can play an important role contributing to Iraq's future growth throughout the economy and larger society.

Since 2003, Iraq has witnessed a fundamental change from a central to a market economy. The introduction of coexistence, equal opportunity, and private sector development allowed Iraqi commercial companies to thrive and grow, recording double growth in GDP. The International Monetary Fund and the World Bank expect GDP to grow by an additional 10% in 2013.

The high oil prices, and the high Iraqi oil exports and production of hydrocarbons, give the country an advantage in the global economy. Iraq has the world's fifth largest oil reserves, and oil production is set to increase by 400% by 2017.

With each passing year, the state and its people are advancing, and the Iraqi consumer base is increasing.

Due to historical roads and commercial features in Iraq, opportunities for construction increase, carriers, producers, suppliers, conveyors, manufacturers and financiers. The Iraqi government has adopted practices that give companies and investors tools to take advantage of the best opportunities in the country.

National and local investment agencies grant investment license requests, issue licenses, allocate land, guarantee tax exemptions, and facilitate the entry and exit of investors and their employees. , Iraq is ready to increase economic opportunities and prosperity across the country, with the help of international partners and investors.

As Iraqis wait for peace to return to their daily lives after the conflict ends, the demand for goods and services is already increasing. The government focuses on plans

to rebuild basic infrastructure, housing, education, and utilities, and therefore the trade and investment environment in Iraq is very positive.

With improvements in foreign investment regulation, there are many business opportunities for international investors looking for investment opportunities in Iraq.

Investment continues in Iraq, where many international players are pumping billions of dollars into the country, as a result of the 2006 investment law that granted foreign investors the same rights as Iraqis.

With the cost of oil and gas production in Iraq being among the lowest in the world, and having one of the largest oil reserves in the world, the opportunity in this sector is huge.

The Iraqi Government gave its priority to the Oil & Gas resources. In 2008, Iraq invited International Oil Companies (IOC) to pre-qualify for auction Process. Since 2008, The Iraqi Ministry of Oil has managed 4 Licensing Rounds, 15 Oil fields and 3 Gas field were awarded to IOCs. A fifth round was launched as well for Al Nasiyriah field which includes Oil extracting and building a refinery. Iraq aims to increase its daily Oil production from 2.7 to 12 mbpd.

Despite great measure to improve a health sector that provides universal free care, it has yet to recover from decades of conflict and neglect. It doesn't help that only 4.9 per cent of the 2012 federal budget is spent on health care which equates to around \$250 per person – about a quarter of the global average per WHO statistics. According to WHO the current doctor-to-patient ratio is very low and stands at 0.7 per 1,000 (less than a quarter of neighboring countries). To improve this situation the country needs tens of thousands of new doctors and more than 100,000 new hospital beds.

More money could be made available from the rising oil revenues to drive the improvements, however it needs to be channelled more effectively alongside the

Introduction of basic skills in management, planning and administration. Private sector investment is pivotal. A number of new contracts have been signed recently with international companies and a new five year country co-operation strategy agreement with the WHO focused on partnering the international institution to improve patient

outcomes, manage the adequate financing of the healthcare system and guarantee universal access

Much of the Iraqi transportation infrastructure was built in the 1970s and 1980s, and needs extensive rehabilitation and replacement. Improving infrastructure will be a key

Element for opening Iraq to other markets throughout the Middle East and Europe. The Iraqi Government has commenced with plans to develop new railways and port infrastructure, and upgrade existing roads and aviation infrastructure. This has led to increased investment opportunities allowing the transfer of knowledge and expertise in areas including technical infrastructure, operations and management, security, and concessions of various modes of air, land and sea transportation.

Mobile phone usage has increased drastically in Iraq, with the number of mobile phone users reaching 27 million in 2012. Iraq's national mobile operators such as Korek, Asia cell and Zain have been growing in recent years and are in the process of being listed on the Iraqi Stock Exchange. In the coming years, the mobile phone industry and wider telecommunications sector will be a key area of investment as technology, software, hardware and infrastructure improves throughout the country. Market analyst Informal Telecoms & Media predicts that Iraq will become the largest 3G market in the Middle East by the end of 2015.

For the 3G, the Communication and Media Commission (CMC - a Ministry of Telecommunication division) has proposed 2 options, either selling the 3G licenses to the present Iraqi Mobile Providers or to launch a Bidding Round.

No decision has be made so far. For 4G, the CMC is intending to launch a Broadband Licensing Process by the beginning of 2014. The construction and engineering sectors are key to the reconstruction of houses, facilities, and infrastructure in Iraq. According to the National Development Plan, the government allocated US\$31 Billion to improving housing buildings, and further funds to improving infrastructure. Iraq's National Investment commission is also heavily seeking private investments in various infrastructure and housing projects, creating many opportunities for foreign/

investment. Government procurement practices are maturing, but investment prioritization, tendering and decision making still remains challenging. Contracting need to consider risk sharing, the creation of local content and how work is packaged up to make it worthwhile for the international companies to invest.

2.1.2 Economic factors

Economic factors are represented in the company by the: influences of the supply or demand of the complementary goods; influence of the supply and demand of substitute resources; the USD exchange rate (petrol-dollar policy); the price of the oil barrel on the important stock exchanges; economic situation on regional and global stages; value of the known reserves, interest rate for financing; value of stock market indexes (DOW Jones, Standard&Poor). The demand for fuels is influenced by variation of transport activities (road, rail, aviation, naval) that represent almost 60 % (OPEC,2011), petrochemical industry, other industries, agriculture and energy production.

Variation of need for road transport activities is influenced by the number of the auto vehicles used by population or organizations; the earns of every car owner, the frequency of using his own car, the customer culture for fuel's effect on the environment, the road infrastructure, seasons, touring activities. Rail transport is represented by trains that use fuels for transport; this kind of transport is used in developing countries that have big oil production. Aviation is one of the transport sectors that grown very rapidly, representing 6% of total oil demand (OPEC,2011), two thirds been represented by OECD (Organization For Economic Co-Operation And Development). Oil demand for naval transport is represented in big proportion by cargo ships that transport goods from developing countries (goods and resources producers) to developed countries (services producers).

Petrochemical industry represents approximately 10% of total oil demand and the products that are produced by this industry are: plastics, synthetic fibers, synthetic rubber, detergents, paints, adhesives, aerosols, insecticides, pharmaceuticals and others.

Others industry sectors which demand oil or complementary products from oil are iron and steel industry, cement industry, auto vehicles industry, naval industry, mining, construction and many others.

In agriculture demand for oil and complementary products are for a wide range of activities like farming, pasturing, animal husbandry, fishing, hunting, beekeeping and many others.

2.1.3 Social factors

Social factors are represented by demography, culture, ethnic structure, religion structure, inter-cultural relation, structure of family, ideological view, literacy, urbanization, income distribution, migration, use of communication technology, cultural view to the different products.

All around the world, do not exist a culture that is against oil exploitation and for using the oil products, most of the population saw the oil industry like a necessity for development and welfare, but are segments within the population who see the oil industry as an important factor of pollution of the environment. Population which has culture of the protection of the natural environment is located in developed countries, because not need a high rate of developing. In the countries were populations are more friendly with environment; government imposes pollution fees and pollution reduction laws and norms to petroleum industry, and complementary industries.

Many companies which make complementary products, like cars, invest in reduction of fuel consumptions or start to produce hybrid products. In the developing countries, populations from see the need for development and growing rate of welfare more important than environment protection; they accept the pollution like a cost for economic growth.

The populations of developed countries that consume most of the fuels and energy, in these days, are growing slow and are ageing very rapidly, resulting in diminish of the need for oil in future. However, the growth of the population, in developing countries, will impose the rise of the energy resources for growing transport,

petrochemical industries and electricity production needs. So the results will be that the need from developing countries for oil will surpass the reducing of need from developed countries, so the demand for oil will grow.

Urbanization is another factor that influences the need for energy, because urban population consumes more energy resources for transportation, electric energy or petrochemicals (plastics, fibers)

2.1.4 Technological factors

Technological factors are represented by technologies, techniques and methods that influence the activities within an organization. The technological factors could influence an organization from inside the industry, by making the need to acquire the latest technologies (by buying equipment), techniques and methods (by hiring a trained human resource in new techniques or train the old human resource with the new techniques and methods). Once acquired, these factors will influence the organization from inside. In oil industry, the technologies are used in exploration, in exploitation, transport (roads, oil tanks, pipelines), in refineries, in storage, in promoting marketing strategies, in selling; in researching and development of the brand-new products or in upgrading the old ones, in reducing the time of production the losses from the production process. Secondary technologies and techniques could be used in environment protection, worker's protection, in improving the efficiency of the management by using of new software and hardware, improving the maintaining and repairing activities. All these factors could be used against an oil company, if a rival company owns them like a competitive advantage. Because of that will result in a perpetual race for acquiring the new and the most efficient technologies, techniques and methods that will have the results of taking a greater share from downstream market and a greater share from the upstream market, to acquire more oil reserves or to impose the price [34].

Technologies that influence the oil company from outside the oil industry can influence entire oil industry (upstream and downstream). These technologies are

represented by the complementary products and substitutable products. The complementary products influence the demand for oil by developing technologies that will reduce the consumption of oil products or replaced them with other a substitutable product.

The complementary products are represented by auto vehicles, airplanes, ships, petrochemicals (plastics, synthetic fibers, synthetic rubber, detergents, paints, adhesives, aerosols, insecticides and pharmaceuticals), energy, agricultural product or other industrial products. The substitutable products are represented by-products of the rest of energy industries. These industries are: the coal industry, natural-gas industry (which includes the new shale gas industry), nuclear industry, biomass industry, hydro industry and other renewable-energy industry (solar, wind, geothermal). Like the many coal and gas industries, the oil industry in life phase of maturity, because development of the new technologies became very hard and oil reserves are half depleted.

2.1.5 Environment factors

Environment factors are represented by the geographical position, landform, climate, fauna, flora, rock structure and natural resource that are in case of petroleum companies represented by oil reserves. Geographic position influence the activity of oil companies because it defines the distances between exploitation, refiners and consumers (for example, oil from Middle East can be transported half the world, exploitation to refiners), or could influence the demand for oil because of transports, international trade and migration. Landform influences the difficulty of exploitation, transportation to the refiners and consumers; demand is influenced by the consumption of the fuel in heavy terrains. Climate influences the difficulty of oil exploitation in time of the cold season in north climates, or hot seasons of desert climate, demand for oil grown in winter because of low speed traffic or energy consumption. Flora and fauna influence cost oil exploitation because of existing of the oil reserves in natural parks, or because of existing difficult access area because of vegetation and dangerous animals. Rock's structure made difficulties of exploration and exploitation oil.

World oil reserves are estimated to 1481.526 billion barrels according to OPEC Annual Statistic Bulletin 2012. The biggest oil reserves are in Saudi Arabia, Canada, Iran, Kuwait, Arab Emirates, Venezuela Russia, Libya, Nigeria, United States of America, China, Qatar, Mexico, Algeria and India. These countries have own 95% of oil reserves. One specification of the environmental factors is represented by natural disasters: hurricanes, tornados, cyclones, snow storms, sand storms, extreme temperatures, earthquakes, tsunamis, volcanic eruption that could make material loss and casualties, but could disturb economic activities.

Economic activities that could be disturbed are road, rail, naval, air traffic, could decline the demand for unnecessary goods and raise the demand for the primary need goods like water, food, pharmaceuticals, construction materials, fuels, clothes.

Petroleum industry influences the natural environment because of pollution and capacity of changing from natural to artificial environment by fueling the developing of modern economy. Pollution is represented by fuel emission from uses of auto vehicles, airplanes, ships and emissions from refineries that produce fuels or other petrochemical products that have a great influence on climate changing. Other pollution events are represented by accidents that can happen in activities of exploration, exploitation, refining and transport, contaminating the water, air and soil with oil, fuels or wastes.

2.1.6 Legal factors

Legal factors are represented by constitutions, laws, norms and regulations of the local authorities, governments, international institutions, international communities (European Union, the North American Free Trade Agreement, the African Union and the Association of South East Asian Nations). This factors influence the modalities of exploration, of exploitation, of the refiner, of transportation and of commercialization of oil and oil products. The legal factors also impose laws and regulations for pollution, social protection, work protection, work regulation, competition regulation, anti-trust regulation, consumer protection, international trade (trade agreements between nations

or embargoes to some countries), subsidies, the taxes(like the excise rates for fuels and oil price or taxes and fees over profit to the energy companies).

2.2 Micro environment factors

Five Forces is a business analysis model that helps to explain why various industries are able to sustain different levels of profitability. "Competitive Strategy: Techniques for Analysing Industries and Competitors the Five Forces model is widely used to analyse the industry structure of a company as well as its corporate strategy. Porter identified five undeniable forces that play a part in shaping every market and industry in the world, with some caveats. The five forces are frequently used to measure competition intensity, attractiveness, and profitability of an industry or market [16].

Porter's five forces are:

- 1. Competition in the industry
- 2. Potential of new entrants into the industry
- 3. Power of suppliers
- 4. Power of customers
- 5. Threat of substitute service



Fig .6.- Micro environment factors (Porter's)

Key Takeaways

Five Forces is a framework for analysing a company's competitive environment.

The number and power of a company's competitive rivals, potential new market entrants, suppliers, customers, and substitute products influence a company's profitability.

Five Forces analysis can be used to guide business strategy to increase competitive advantage.

2.2.1 Competition in the Industry

The first of the five forces refers to the number of competitors and their ability to undercut a company. The larger the number of competitors, along with the number of equivalent services they offer, the lesser the power of a company. Other companies seek out a company's competition if they are able to offer a better deal or lower prices. Conversely, when competitive rivalry is low, a company has greater power to charge higher prices and set the terms of deals to achieve higher profits, more project.

2.2.2 Potential of New Entrants into an Industry

A company's power is also affected by the force of new entrants into that business. The less time and money it costs for a competitor to enter a company's market and be an effective competitor, the more an established company's position could be significantly weakened. An industry with strong barriers to entry is ideal for existing companies within that industry since the company would be able to charge higher prices and negotiate better terms.

2.2.3 Power of Suppliers (other companies)

The next factor in the five forces model addresses how easily suppliers (other companies) can drive up the cost of inputs. It is affected by the number of suppliers of key inputs of a service, how unique these inputs are, and how much it would cost a company to switch to another supplier. The fewer suppliers to an industry, the more a company would depend on a supplier. As a result, the supplier has more power and can drive up input costs and push for other advantages in trade. On the other hand, when

there are many suppliers or low switching costs between rival suppliers, a company can keep its input costs lower and enhance its profits [30].

2.2.4 Power of Customers

The ability that customers have to drive prices lower or their level of power is one of the five forces. It is affected by how many customers a company has, how significant each customer is, and how much it would cost a company to find new customers or markets for its output. A smaller and more powerful client base means that each customer has more power to negotiate for lower prices and better deals. A company that has many, smaller, independent customers will have an easier time charging higher prices to increase profitability. The Five Forces model can help company boost profits, but we must continuously monitor any changes in the five forces and adjust the business strategy.

2.2.5 Threat of Substitutes

The last of the five forces focuses on substitutes. Substitute services offered by other companies that can be used in place of our company's services pose a threat on our company. Companies that produce services for which there are no close substitutes will have more power to increase prices and lock in favourable terms. When close substitutes are available, customers will have the option to forgo company's service, and a company's power can be weakened.

2.3 Internal environment

McKinsey 7s model. Is a tool that analyses firm's organizational design by looking at 7 key internal elements: strategy, structure, systems, shared values, style, staff and skills, in order to identify if they are effectively aligned and allow organization to achieve.

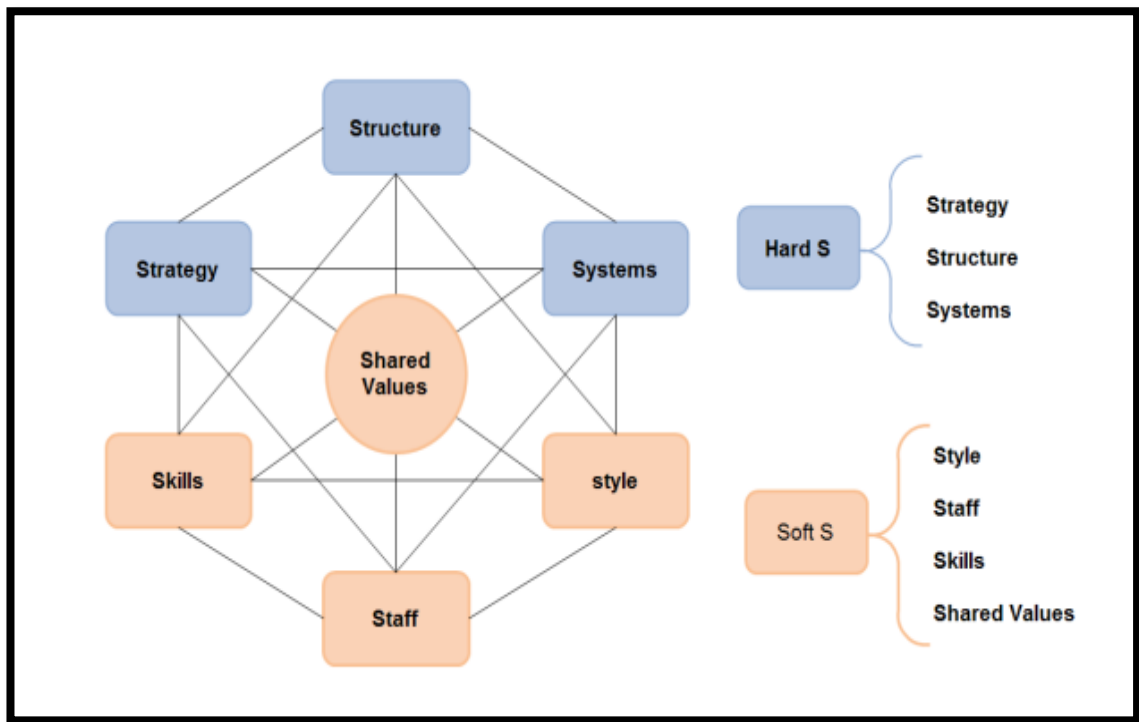


Fig .7.- Internal environment (McKinsey 7S)

2.3.1 Strategy

Our corporate strategy lies in Strengthen client base by ensuring excellence and innovation in service delivery, Enhance capability using the “build-borrow-buy” growth pathway, Create and sustain strategic relationships that will guarantee superior delivery in a synergistic manner, Recruit, retain and reward high-performance employees, We have the flexibility and ability to adapt in unfavourable conditions, We have a team to address competitors and competition through strategic tactics and activities that ensure the sustainability of the business by adapting to market changes, and the development of consumer trends and requirements.

2.3.2 Structure

The company has a flatter organizational hierarchy supported by learning with fewer levels of management in between and greater accessibility to management, employees feel more secure and confident and also have higher access to information. Moreover, the flat hierarchy also allows for faster decision-making processes for our company and increases the organizational commitment of the employees. We have high coordination between different departments. Company departments often form cross-

division teams for projects and tasks that require multiple expertise. All coordination between different departments is efficient and orderly.

Our company has a systematic process to initiate and monitor inter-departmental coordination to ensure smooth business processes - and goal achievement. Our company encourages teamwork and team-oriented tasks. When jobs require individual attention and scope, the company also assigns the individual responsibilities and tasks of the job. However, all employees in our company are expected to be team players who can work well with and through other members, and cooperate well with other people.

Our company has a good communication system between employees and different administrative levels. The company's communication systems enhance the overall organizational structure. Systematic, specific and structured communication allows for an easy flow of information and ensures that organizational tasks and goals are not compromised due to lack of communication or misunderstanding. As the role of information technology in Strategic Management to improve the efficiency and effectiveness of the company is the traditional domain of the information systems function. Rockart and Scott Morton, (2003) have suggested that traditional information systems also can have important implications for the competitive position of the firm. They employ a modification of Leavitt's organizational model to show that these systems can affect competitive performance through their impact on management processes, personnel, and organizational structure.

Traditional approaches to identify areas for the application of information technology have focused on its capability to improve specific functional areas of the firm.

The first generation of methodologies utilized a strictly operational view of the firm, with an objective to improve the efficiency of requisite business processes. Representative of this approach are business systems planning (BSP), and office automation methodology (OAM). These techniques represent ways of formally modelling the operations of the enterprise so that potential improvements in efficiency and effectiveness can be analyzed. They are not easily applied to poorly structured

functions, such as senior management roles, which are not amenable to formal modelling.

The critical success factors (CSF) methodology has been used successfully in these unstructured environments to discover their latent structure. This structure, composed of business goals and related causal success factors, substitutes for a formal model of the functional area, and can be analyzed for opportunities to improve operating performance through the application of information technology. All of these approaches fall short of treating strategic considerations as the driving force for the identification of IT opportunities. Furthermore, each is based on an implicit, idiosyncratic theory of organizations that is not grounded in the main body of organizational design literature.

Although some of these theories are inventive, they neither contribute to, nor are leveraged by the accumulated knowledge of organizational theory. They are only private theories of organizational design, embedded within traditional MIS techniques.

A number of authors have identified opportunities for the application of information technology to create competitive advantage. Two general approaches can be distinguished: a value-added chain analysis of the firm's operations and Porter's framework for competitive analysis. Rockart and Morton, (2000) have introduced the use of the value-added chain to describe the potential opportunities arising from information technology.

They identify three types of opportunities that can create competitive advantage: improve each value adding function, link with customers and suppliers to increase their switching costs, and create new businesses through service or product. Ives and Learmonth, (1984) further this effort by using a generic, thirteen function resource lifecycle model to identify competitive opportunities. It should be noted that these value-added chain analyses, geared toward operational efficiency and functional effectiveness, are closely related to internal strategy. Porter,(1980) advanced the idea that competition in any industry is rooted in its underlying economic structure, and thus it is more than a superficial game of moves and countermoves among participating firms.

This approach is reflected in the framework he proposed to explain the dynamics of competition in an industry. An important implication of this framework is the idea of extended rivalry. To understand competition in an industry, one must look beyond current competitors to include customers, suppliers, firms producing substitute products, and potential entrants.

Firms generally try to manipulate the competitive forces in their industry in order to achieve comparative advantage over competitors. There are certain generic strategies that can be employed to that end. Porter has identified cost leadership and product differentiation as two such strategies. He identifies a third strategy, the pursuit of niche markets, which is similar to product differentiation strategies. Other such strategies may include the exploitation of potential synergies with a firm's customers or suppliers, or the notion of gaining bargaining advantage over one's customers and suppliers.

Parsons, (1983) uses Porter's competitive forces framework to identify six generic categories of opportunities for competitive advantage: increase customer's switching costs _ through value-adding IT-based information or service, decrease one's own switching costs against suppliers, use IT to support product innovation for purposes of maintaining one's position or deterring potential substitutes, cooperate with selected rivals through shared IT resources, substitute information technology for labor, and use information to better segment and satisfy one's customer base. Systems to improve operations are the traditional focus of information technology applications and central to the support of the internal strategy of the firm. These systems can also support the competitive position of the firm to the extent that they may become industry innovations which can be turned into competitive advantage.

Usually this requires that the system be applied to critical functional areas of the firm and that it be a new type of application in its industry.

Simply following the industry leaders leads to competitive parity at best. As discussed in the previous section, opportunities for operational efficiency are found in supporting organizational structure and management processes. Techniques for identifying them is well established, but unrelated to the body of organizational theory.

Although opportunities to improve operational efficiency and effectiveness are the best understood, they are also, in many firms, the least important for competitive strategy.

2.3.3 Systems

System in force in the company we has systems in place to ensure that the business operations are managed effectively and that there are no conflicts. The systems at our company are largely departmental in nature, and include, for example:

- 1- Human resource management
- 2-Finance
- 3-Marketing
- 4-Operations
- 5-Public Relation Management
- 6-Programmers
- 7-Data Management

Where our company continually evaluates its systems through the designed controls. This monitoring of the performance is continual and ongoing. This is largely done through observation and informal discussions. Feedback to employees, supervisor and Engineers is informally given regularly as and when is required. Formal evaluation of performance is also conducted semi-annually - or quarterly, depending on the need and the urgency of the projects and assigned tasks. This is a formal process that is undertaken by manager to ensure the identification of performance lags, and suggestive means of improvement.

2.3.4 Shared values

2.3.5 Style

We has a participative leadership style. Through a participative leadership style, company is able to engage and involve its employees in decision-making processes and managerial decisions. This also allows the leadership to regularly interact with the

employees and different managerial groups to identify any potential conflicts for resolution, as well as for feedback regarding strategic tactics and operations. Through its participative leadership, company will be able to enhance employee motivation, and increase organizational commitment and ownership amongst employees as well as other stakeholders, the participative leadership style is highly effective in achieving the business goals and vision of the organization. Employees feel to be active members of the organization who are valued for their suggestions, feedback, and input. Moreover, through participative leadership, leaders and managers are able to identify current and potential conflicts within the company, and actively work to resolve them as soon as possible, also our With its supportive and encouraging organizational culture, company gives way to internal collaboration and cooperation between employees, systems, teams, and department. This cooperation and collaboration at company is important since its operations are spread in all Iraq.

2.3.6 Staff

The company has a sufficient number of employees employed across provinces operations. Employees for different job roles and positions are hired internally as well as externally – depending on the urgency and the skill levels required. Based on this, we have employees who are skilled as per the requirements of their job roles and positions. All employees are given training to familiarize themselves with the company and its values. External training along with in-house training is provided for skill level enhancement. All job roles and positions are designed to facilitate the achievement of business goals, and as such, employee skill level at in company is sufficient to achieve the business goals of the company.

The company has employed sufficient number of employees. The number of employees varies from project to other.

2.3.7 Skills

The company has a commendable workforce, with high skills and capacities. All employees are recruited based on their merit and qualifications. Company prides itself

on hiring the best professionals and grooming them further to facilitate growth and development. The company has defined tasks and job roles and hires and trains employees for skill levels accordingly with respect to those.

The company ensures that all its job requirements are met and that employees have the sufficient skills to perform their respective jobs in accordance with the values and culture as well as the business goals and strategy of company. Company pays particular attention to enhancing the skills and capacities of its employees.

It arranges regular training and workshops – internally as well as externally managed- to provide growth and development opportunities for its employees. The company focuses on personal as well as professional growth for its employees and works accordingly with them.

2.4 SWOT Analysis

SWOT Analysis is a stands for Strengths, Weaknesses, Opportunities, and Threats, and so a SWOT Analysis is a technique for assessing these four aspects of your business.

You can use SWOT Analysis to make the most of what you've got, to your organization's best advantage. And you can reduce the chances of failure, by understanding what you're lacking, and eliminating hazards that would otherwise catch you unawares.

Better still, you can start to craft a strategy that distinguishes you from your competitors, and so compete successfully in your market.



Fig .8.- SWOT Analysis

2.4.1 Strengths

The strengths of our company lie in the company director, engineers, supervisors and workers and the persons how plan to lead the project manage, they has skills in project management and our company able to build strong relationships with subcontractors. Our company have the capital, the ability to borrow the capital necessary to finish the project, along with extra to cover unexpected problems. Our company also chooses project carefully look at the amount of traffic by the site and the demographics of the area to make sure those both add value to your development.

- 1-The outstanding efficiency of the company
- 2-Adequate financial resources
- 3-Good competitive skills and good market knowledge and requirements
- 4-Good leadership for the company and the projects to be accomplished

2.4.2 Weaknesses

Internal and external weaknesses can offset the strengths you listed, so be as honest as possible in this part of the assessment. If project manager is unorganized or refuses to learn new technology, it could lead to a failed project or one that falls behind

schedule. If our company has pledges from investors to fund the development but no money in hand, that could also be a red flag about potential funding problems.

We Pay close attention to the work that must be done on the job site to prepare it for the project development -- if you must demolish an existing project and then grade the land again, it costs more than starting on a fresh piece of land. These weaknesses aren't a reason to abandon the project, but they help you see the full picture before you make your final decision.

- 1-The company's deteriorating competitive position

- 2-Lack of talent and high experience in the company

- 3-Poor achievement rate in implementing plans and projects

2.4.3 Opportunities

We look for the opportunities for offered by other companies, building strong relationships with vendors, subcontractors and investors. These relationships can lead to future projects that tend to run smoother because you've all worked together before and understand each other's expectations [29].

- 1-Rapid growth in the market

- 2-Work with strategic partners

- 3-Entering into other fields

2.4.4 Threats

Threats are challenges that can significantly impact the success of our project. If we have a fantastic project manager but he has a history of leaving projects in the middle that could threaten our success of development. If your funding is contingent upon you sticking to your schedule, an ill-timed week of rainfall can cause you to lose your funding. If the site requires you to connect to existing buildings, there may be codes that limit the type of building you can create. Or, if you're building on an empty lot, the public may be upset about losing green space and could address the local government about your building project, potentially causing major problems for your development.

1-The possibility of entering new competitors-

2-Slow market growth

3-Adverse price policies

4-Increased competitive pressure

2.5 The impact of technology on the our company business

Technological advances in the past few decades have greatly increased the competitive nature of the economic business world. Companies have used software, computers and the Internet to transform their businesses from local places of business to national and global market competitors [37].

Many companies have responded to these changes by automating their business processes and capturing industry-related information and using it to their advantage. Technology has also forced businesses to remain flexible, adapting their operations to newer and better technological advances

1-Research and Development

Emerging technology helps companies create more effective and less costly research and development processes. Photonic computing, quantum computing, biometrics and nanotechnology are a few technologies that allow companies to find new ways for researching and breaking down information and other business processes. These technologies are commonly used in the chemical, petroleum and other industries. Increased research and development technologies can help companies develop products more efficiently and bring them to the consumer market faster than in previous years [32].

2-Increased Communication

Technology can improve how a business communicates, and several new communication methods are in the emerging technology pipeline. One emerging communication technology is virtual offices, where employees meet, discuss various situations and complete business functions. Voice over Internet Protocol is used for

communicating via audio or video technology equipment. These technologies allow companies to work with employees or other companies around the world [35].

3- Misconceptions

Companies might not be able to use technology to replace or enhance every aspect of business operations. Certain business functions require the use of human labour or intelligence, including analysing and assessing business situations or financial information. Consumers might find companies too impersonal when copious amounts of technology are implemented into a business' operations. Consumers might not appreciate the technological advancements when they perceive that companies are unwilling to handle customer service situations in a personal manner [38].

4-Better Reporting Functions

Companies that have multiple locations, whether nationally or globally, have used technology to implement better communication services and software modules that communicate to a home base via the Internet. This allows companies to penetrate new economic markets without sacrificing the needs of communication or financial and operational reporting. Additionally, companies can improve their management information system (MIS) to capture information for specific locations when making business decisions [31].

Financial reporting has also benefited greatly from technology; rather than sending external auditors to multiple locations, it is possible to create a centralized accounting office to record and report financial transactions. This improves financial reporting and lessens the expense related to external audits.

5-Increased Employee Productivity

Computers and business software packages have exponentially increased employees' productivity by allowing them to provide data entry functions or review automated reports. Companies have automated several traditional manufacturing processes; instead of using manpower to manually create and assemble goods, machines and/or robots now complete these functions. While these improvements may increase capital expenditures,

they lessen the impact of consistent labor expenses related to productions. Fewer employees are needed to monitor the machines and ensure they are working properly.

Other areas, such as customer service, accounting and administrative support, have also seen an increase in employee productivity. Employees now review and report electronically collected data to ensure they are accurate and timely, rather than manually gathering information [6].

6-Improved Business Mobility

Technology has also improved companies' sales and service departments by allowing employees to use personal electronic devices to create sales displays and transmit orders and customer information to the home office. These electronic devices shorten the lead time companies spend on receiving and delivering goods or services, creating an instant competitive advantage in the industry. Companies can also send sales representatives to multiple markets at the same time, allowing them to penetrate multiple markets with few overhead costs. Companies may allow their internal employees to work from home using a company Internet connection, reducing the fixed overhead expenses from a large corporate office [36].

7-Securing Sensitive Information

Business owners can also use technology to create secure environments for maintaining sensitive business or consumer information. Many types of business technology or software programs are user-friendly and allow business owners with only minor backgrounds in information technology to make the most of their tools and features.

8- Improved Communication Processes

Business technology helps businesses improve their communication processes. Emails, texting, websites and apps, for example, facilitate improved communication with consumers. Using several types of information technology communication methods enable companies to saturate the economic market with their message. Companies may also receive more consumer feedback through these electronic communication methods.

Technology also improves inter-office communication as well. For example, social intranet software gives employees centralizes portal to access and update internal

documents and contracts and relay relevant data to other departments instantly. These methods also help companies reach consumers through mobile devices in a real-time format [33].

9-Broaden Customer Bases

Information Technology allows businesses to reach new economic markets. Rather than just selling services in the local market, businesses can reach regional, national and international markets. Websites are the most common way businesses sell services in several different economic markets. Websites represent a low-cost option that customers can access 24/7 when needing to services [17].

10- Cost Reduction and Economic Efficiencies

Companies can harness information technology resources to lower their costs. Using IT infrastructure, redundant tasks can be centralized at one location. For example, a large company could centralize their payroll function at one location to lower employee costs.

Economic efficiencies can also be realized by migrating high-cost functions into an online environment. Companies can offer email support for customers that may have a lower cost than a live customer support call. Cost savings could also be found through outsourcing opportunities, remote work options and lower-cost communication options.

11- Protecting and Data Management

Every organization has a mammoth database comprising various information related to business transactions, client details and so on. Such information is extremely valuable to a business and can cause a host of legal issues if it is lost. This is where information technology becomes relevant. It provides the right resources to store the information in a way that ensures maximum protection.

Virtual storage systems can keep information safe by allowing a limited number of users to access these. Increased protection also ensures that these systems are not hacked and the information is not wiped out owing to some problems.

In order to control this data, a business will need an IT to run something called a database.

The database will allow the business to do three things:

- A- Store Data: By putting the data in a storable format, a database allows you to store vast amounts of data in a small space. Long gone are the days when data had to be stored on paper and other bulky mediums. In an age where information is power, it helps to be able to hold a lot of it conveniently.
- B- Manage Data: Data isn't very useful in its original form, known as raw data. It needs to be sorted into a meaningful form that can be meaningfully deciphered and used to make decisions in the business. The IT department provides the tools with which this data can be managed, including analysing it and drawing conclusions from it.
- C- Access Data: No matter what kind of data your business needs to store, that data is valuable and needs to be controlled so that only the right people can have access to it. The IT department provides the security measures that will safeguard that data and prevent unauthorized access to it. Therefore, information technology helps in upholding business.

Conclusion

Business environment involve internal and external environment. Business environment is important for any company to identify the weaknesses and threats. A firm maybe strong in certain areas and it may be weak in some other areas. The firm should identify weaknesses and threats so as to correct it as early as possible.

This helps a company to reduce the risk of getting failure in their operation and development in new service. We used PESTEL analysis to know (Political factors, Economic factors, Social factors, Technological factors, Environment factors, Legal factors) and Porter's Five analysis to know (Competition in the industry, Potential of new entrants into the industry, Power of suppliers, Power of customers, Threat of substitute service) to find out the external environment, also we used SWOT analysis to know (Strengths, Weaknesses, Opportunities, Threats) to find the internal environment of an company.

Strategy is about the direction in which the company is going, the ways to achieve objective and competitive advantage, satisfying the needs of stakeholders and responding to the environment. Different company develops different strategy in order to respond to the environment of their company. The business strategy includes SWOT analysis, Porter and McKinsey 7S.

3 GOALS AND TOOLS FOR DEVELOPING THE COMPANY

3.1 Goal of Project

- 1- To increase customers
- 2- To increase profit
- 3- To improve the company image

To make any company-wide decision to increase customers, to increase profit and to improve the company image we need the right strategic tools. The Ansoff Matrix is one of them. The Ansoff Matrix helps the company define market growth as well as company growth strategies. The two questions that the Ansoff Matrix could answer are "How can we grow in current markets" and "What can be modified in the services package to achieve better growth".

From the above two questions, it is clear that the Ansoff Matrix deals with the external market scenario of companies as well as the portfolio of services that the company has. The matrix is divided into two quarters - a quarter of services and a quarter of the market. The services box is divided on the X axis into existing services and new services. The market scenario on the Y-axis is divided into existing and new markets. Thus Ansoff's matrix divides the firm on the basis of the services it possesses - existing services or new services, as well as the markets in which it is present - existing markets or new markets [2].

Depending on the characteristics of each of them, the marketing strategy is determined. This marketing strategy is as follows.

Table of contents

1- Market Penetration in the Ansoff Matrix

- 2- Market development in the Ansoff Matrix
- 3- Service development in the Ansoff Matrix
- 4-Diversification strategy in the Ansoff Matrix

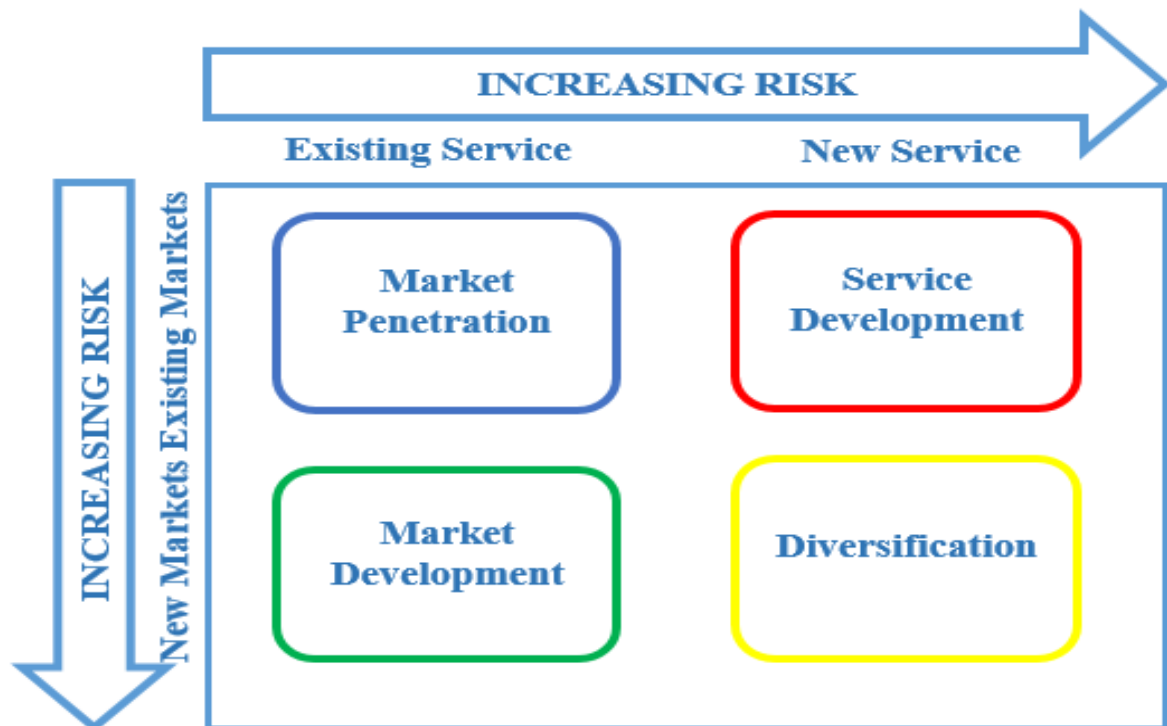


Fig .9.-Ansoff Matrix

1) Market Penetration in the Ansoff Matrix

Market penetration is the name given to a growth strategy where the business focuses on selling existing service into existing markets.

Market penetration seeks to achieve four main objectives:

- Maintain or increase the market share of current service – this can be achieved by a combination of competitive pricing strategies, advertising, sales promotion and perhaps more resources dedicated to personal selling.
- Secure dominance of growth markets.
- Restructure a mature market by driving out competitors; this would require a much more aggressive promotional campaign, supported by a pricing strategy designed to make the market unattractive for competitors.

- Market penetration marketing strategy, for example the business is focusing on markets and service it knows well. It is likely to have good information on competitors and on customer needs. It is unlikely, therefore, that this strategy will require much investment in new market research.

2) Market development in the Ansoff Matrix

Market development is the name given to a growth strategy where the business seeks to sell its existing service into new markets.

There are many possible ways of approaching this strategy, including:

- New geographical markets; for example exporting the services and work in a new country
 - Add New services
 - Establishing new office in another country or city.
 - Different pricing policies to attract different customers or create new market segments
- Market development is a more risky strategy than market penetration because of the targeting of new markets.

3) Service development in the Ansoff Matrix

Services development is the name given to a growth strategy where a business aims to introduce new services into existing markets. This strategy may require the development of new competencies and requires the business to develop modified services which can appeal to existing markets.

A strategy of services development is particularly suitable for a business where the services needs to be differentiated in order to remain competitive. A successful services development strategy places the marketing emphasis on:

- Research & development and innovation.
- Detailed insights into customer needs (and how they change)
- Being first to market.

4) Diversification strategy in the Ansoff Matrix

Diversification is the name given to the growth strategy where a business markets new services in new markets.

This is an inherently more risk strategy because the business is moving into markets in which it has little or no experience.

For a business to adopt a diversification strategy, therefore, it must have a clear idea about what it expects to gain from the strategy and an honest assessment of the risks. However, for the right balance between risk and reward, a marketing strategy of diversification can be highly rewarding.

3.2 Tools to develop the company work

3.2.1 Create a High Performance Website for company

In today's professional services marketplace, the company's website is one of your most crucial assets. It is much more than a digital billboard or brochure, as some firms believed in the past. A successful website is the hub of a firm's online presence and an information-rich projection of its expertise into the marketplace.

Website for company is a critical tool for building visibility. Potential clients search online to find service providers, and they need to be able to find your firm's website in order for you to have a chance at winning their business. Plus, your website enables you to demonstrate your firm's expertise, your works and become well-known throughout the marketplace.

Website for company paints a clear picture of the importance of a professional services firm's website. In fact, 80% of people look at website when checking out service providers the most commonly used information source by far.

And as new visitors reach your site, robust content and carefully targeted offers can drive leads to closer and closer engagements, eventually bringing qualified leads straight to you. This process of nurturing leads through content is illustrated below:



Fig .10.- High Performance Website for company

A second component of company website you need to consider is design. Web and graphic design can influence your audience's perceptions, aid recall, and swiftly and intuitively differentiate a business [40].

The power of design to engage audiences is often underappreciated -which means it offers a tremendous opportunity to set firms apart and convey the credibility firms needs to thrive.

Finally, another increasingly essential consideration for your website is its usability across a wide range of devices, including mobile. Responsive design, which allows your website to adapt to suit a user's device, has become a key feature as more people use mobile devices to do business.

3.2.2 Social media (Facebook, Instagram, twitter)

The ultimate goal of any marketing strategy is to increase revenues, prospects, and customer loyalty. Some strategies in particular are designed to grow business for company by engaging with your target audience and building relationships. Many companies have found social media to be one of the best channels for these goals.

The Internet has opened up a whole range of ways to stay in touch, and users expect the companies they buy from to follow suit. Selling is one aspect of this, but so is

entertaining, educating, and sharing news that matters to them. All of these things can be done by staying active on social media [42].

On this page, we'll discuss why social media is a good investment of time in our company, as well as what's involved in a successful social media management plan.

How does social media benefit our company?

- Visibility

People spend a lot of time on social media—for some, it's their primary source for news and information about particular companies. Sharing content about your company puts your name in front of current and potential customers. This, in turn, leads to greater name recognition and more consideration as a future supplier of their energy needs.

- Engagement

Social media creates and strengthens communities because, unlike other channels, it encourages two-way conversations. In addition to sharing content, social media allows you to participate in discussions with your networks, promote company and industry events, and invite followers to offer their questions and comments. Along the way, your company builds trust and deeper relationships.

- Brand awareness

There's more to your brand than just your logo and tagline. There's also the way you speak to the public, your company's priorities, and the types of services you offer. Over time, social media provides the opportunity to show consumers and businesses how your company is different from other oil companies. This is important in any industry, but especially one dealing in commodity products.

- It helps you stay competitive

According to a recent study, 86 percent of B2B marketers are using content marketing. These companies use it to generate leads, increase sales and improve customer loyalty—and your competitors may be doing the same.

Many of these companies are getting the results they want from their content strategies. And as their content strategies improve, so does their visibility—specifically, their visibility compared to companies that don't produce content.

- It builds trust

Whether your company is more involved in exploration or production, a typical project can last for years and cost millions of dollars. The decision to hire your company won't be taken lightly by prospective clients, which is why they want to know what they're getting before they close a deal. Content allows prospects to get to know your business without the hard sales pitch that some marketing strategies employ.

How can our company start using social media?

One of the advantages of social media is its versatility. If implemented properly, our strategy can bolster the efforts of your marketing, PR, customer service, lead generation, and community engagement teams. No matter what your top priority is, these ideas will help with it.

- Share industry news

At first glance, social sites appear to be the perfect channel for sharing photos, news articles, and other content concerning your company. It is, but it doesn't end there.

By sharing content from news outlets, industry associations, and even your competitors, you position your company as a valuable resource for news and updates about the oil industry.

- Participate in discussions

People go on social media to communicate with other people. They're particularly open when a comment section on a post turns into a full-fledged discussion. Take advantage these discussions to engage with followers and potential customers.

Share your expertise or share links to content, such as the content mentioned above. If you can't find a discussion, create one. Ask a question and get the conversation going among your followers.

- Focus on local audiences

Even if your company is global, most of your projects operate on a local level. Every state, country, and region has its own set of regulations, supply issues, and environmental concerns.

Use this diversity to target discussions and content to followers from these specific areas. Follow location-based pages and share content with their followers, and take part in discussions that are relevant to residents and businesses in these areas.

- Match the message to the medium

Some platforms (like Facebook) are appropriate for many types of content, while others are better for specific formats or topics. Don't just make the same update to every channel—choose the right content for each.

For instance, focus B2B content on sites like Facebook and Twitter, but save technical or trade-oriented content for B2B sites like LinkedIn. Similarly, sites like Instagram and YouTube are ideal for visual content, but not for blogs and other text-based content.

- Update regularly

Some of the most popular social media accounts are also the busiest. Because they're updating their pages several times a day, they keep followers interested in what's coming next.

You need to do the same if you want to keep your followers coming back for more. By regularly posting new updates, responding to posts by fans and followers and sharing other people's posts, you increase activity on your page—along with engagement.

What types of content should be company create?

Now that we know why content marketing is a good idea, we need to figure out what kind of content makes sense for our company. Certain formats are appropriate for some topics and audiences, but not others. When you know what you want to accomplish with the content, you'll be able to find the best presentation. Here are some of the most effective for oil companies.

- Blog posts

There's always something new happening in the industry—new fields are being discovered, new projects are beginning, and prices are fluctuating. Meanwhile, consumers and businesses often have questions concerning environmental regulations,

safety, or cutting their bills in extreme weather. A weekly blog post can keep followers up to date on all of these events and position your company as a thought leader in the industry.

- Informational guides

Whether you conduct your own oil and gas research or not, it's important to know about the latest findings. This research also provides a steady stream of premium content. If you do your own research, you should present the results in informational guides, which will not only inform potential customers, but also establish your authority in the field.

- Case studies

The marketplace is always interested in how a particular company can provide solutions to a variety of issues and concerns. While other content formats are great for telling them how your company would hypothetically address these issues, case studies show potential customers how you've actually done it.

Create detailed case studies showing how customers or prospects came to you for a solution, what you delivered, and the short-term or long-term results. You can show that your company is a reliable source of expertise and insight, particularly for those facing similar issues.

3.2.3 Search Engine Optimization (SEO)

SEO stands for search engine optimization, which is the process of improving your website's position in search engine rankings for keywords that are relevant to your business. Target audience for company has to be able to find site for company to be effective. That's where search engine optimization comes in.

This is such a key piece of the online marketing puzzle that in our studies, high-growth firms list it as the most effective online marketing technique available to them.



Fig .11. Effectiveness Rating

Though SEO is a complex and evolving discipline, it ultimately consists of two primary components.

On-site SEO uses targeted “keyword phrases” to communicate the concepts on your site that matter to your audience. These keyword phrases typically focus on your services and expertise.

The purpose of on-site SEO is to communicate to search engines what your website is about. This allows search engines to produce more relevant results to searchers. And when audiences search for insight on your area of specialty, they’ll find you.

Off-site SEO takes the form of links to your website, either through outside engagement or guest articles in other publications, for example. These efforts work to increase your site’s authority as a widely recognized leader on your topic.

As more high authority and relevant websites link to your website, search engines will begin to see your site as more credible – resulting in higher rankings.

That’s why so many sites, even B2B companies, use SEO to gain more brand awareness and compete against other firms in the industry.

If you want your website to outrank your competitors in search engines, you need to make sure search engines can see you run a quality site. SEO is the best way to do that. The better you're ranked in Google and other search engines, the more visitors you'll get to your site, which means you'll have more opportunities to convert new customers.

In addition to those opportunities, SEO can also help with a handful of other important marketing principles.

- **More Name Recognition:** When your website shows up above your competition, search engine users will see your name first. That means there's a good chance they'll remember you later, and that name recognition can quickly lead to new sales leads and conversions.
- **Higher Authority:** Your website gives you a great chance to answer frequently asked questions in your industry, show information on your pricing, and otherwise help your potential customers. While it may seem counter-intuitive to give this information away for free, it establishes you as an authority in your industry, and it shows customers that you know your stuff. On top of that, it gives you the chance to create more quality pages for your site that can rank for more keywords, which shows potential customers that you know the industry inside and out.
- **Lower Marketing Costs:** SEO doesn't happen overnight, but compared to other marketing avenues, it's much more affordable. In fact, the costs of SEO are far lower than they are for other marketing methods, particularly television advertising. Many of the costs associated with SEO are geared toward monitoring and refining your strategies as well, which means higher ROIs for your work.

What SEO strategies work the best?

Search engines look at a lot of ranking factors on every website. You need to consider these elements when you're creating pages for your site and developing content. By following these steps, you can help your website compete on search engines so you can grow your business.

- Optimize URLs

A page URL is one of the first factors that search engines evaluate when they rank pages. The best URLs have clear, concise descriptions of a page's content with the words separated by dashes (-). This makes it easier for search engines and users to read what your page is about and compare it to others in your industry.

When yours makes the most sense in relation to a search engine user's question, you'll rank the best.

- Create helpful content

Both search engines and website visitors love fresh, quality content. And creating and publishing content related to your business, products, and services, can help your company appear higher in search engine results.

This makes it easier for people to find your business online. In addition, people will be more likely to want to click on your website and find out more about your business if they come across a helpful piece of content you published.

You can even consider creating a blog and keeping it updated with relevant information about the oil and gas industry and your company.

- Use keywords appropriately

Keywords are the words and phrases that search engine user's type to research your industry. You can use tools like Keyword Tool, KeywordsFX, and SEMrush to discover the keywords people search when looking for your business online. Then, you can create site pages and content related to those terms.

It's best to use keywords naturally in the body text of your pages so search engines and users can tell you're running a quality website. Years ago, disreputable sites would cram lots of keywords into small amounts of space, which made their pages unreadable. If you do that today, you'll lose ranking.

- Build quality links

Search engines don't just judge your website on its own — they also judge it by the company it keeps. If a popular or relevant site in your field has a link to your site on it, Google and other search engines see that as a vote of confidence that you produce

quality content. There are lots of ways to build these links, including creating great content like info graphics to hosting special events in your community. But whatever you decide to do, your site will improve with links from other quality sites.

3.2.4 Training course

In some ways, this is the live and in-person version of content marketing. Gather a bunch of industry experts, supervisor, engineers from other companies or governmental ministries create learning opportunities or workshops and training courses, bring in professional persons (engineers, accountants) to deliver this courses or make some offer or gifts to companies, governmental ministries and potential customers for example (some program or apps to helps they in work as HR program, financial program and accounts program, and make it available as a high-value event for your customers and others in your industry.

You'll build great contacts and gain a huge boost in credibility as the experts who made it all happen. And it creates all sorts of other opportunities for messaging before, during and after the event.

Also Free Webinars

Develop a webinar and invite qualified prospects to a free session workshops and training courses which provided by our company, service, training and development. The goal is to convince prospects that your expertise, materials, method of delivery and enthusiasm make you an excellent choice to provide services. At the end of the webinar, offer to consult with participants about their specific training needs. To make the results of your free webinar go further, ask participants if they know of other companies they could recommend that need similar services.

Why is a Customer Training course so valuable?

Customer training course events are valuable for many reasons. For example, they allow you to interact with your company's customers and learn more about them. When you understand your target market, you can work on delighting customers, improving customer satisfaction, and achieving the flywheel effect over time.

Customer training events also tend to boost customer retention rates, which makes sense. Customers who understand how to effectively use a tool are typically less inclined to switch to a different solution — a solution they probably aren't as familiar or proficient with.

3.2.5 Businessmen Association

We've established that events, Party and trade shows should be part of our company strategy. Now consider taking it a step further.

Choosing an additional time in Businessmen Association every 3 month to connect with customers, Businessmen, other company by throwing a party, business lunch or some other kind of experience surrounding the show. It's a chance to show our customers some treatment VIP, future company projects , company skills and experience to managing projects and have deeper conversation between others companies and Businessmen outside of the hectic work environment.

Other Benefits of Membership in Businessmen Association

Businessmen Association Provides Your Business Credibility: Many communities have a “support-your-local business” movement to reach more people, and consumers are actively seeking out local companies to spend their disposable income. When a potential customer find your business, listed in the association's directory, or view a membership decal on your storefront, they will immediately know that they are supporting an association member [41].

Access to Opportunities and Resources: Membership in a business association provides you exposure to other businesses coalitions and organizations that can help your business succeed. For example, you can learn about educational seminars covering a variety of topics, including business financing, alternative funding, inbound and outbound marketing, harnessing social media, etc.

Entrepreneurs and small business owners should schedule a time to go to their small business association to learn more about the organization and how they can help their enterprise gain more exposure, create jobs and contribute to the growth of the local economy.

Attracting Business: Many potential customers when unfamiliar with a particular industry will check with the Businessmen Association to research companies doing business in that industry. Not only does being a member of the Better Business Bureau put a business's name in front of potential customers, but assuming the business has a solid reputation, potential customers will receive a third party, unbiased endorsement of the company, which may make the difference in their consumer decision-making.

Networking Opportunities: As an organization with members throughout the local and national business communities, the Businessmen Association represents an excellent networking opportunity for its members. Many small businesses in particular struggle to make worthwhile business connections with potential customers, suppliers and collaborators. By being a part of an organization specifically designed to meet the needs of the business community, small businesses can make those connections, and increase and improve their business

3.2.6 Home page banner via (Yandex.Direct, Google)

For tens of millions of users, the Yandex Home page is their first port of entry in the internet each day. As a result, the Home page banner via Yandex.Direct is the premium tool for raising brand awareness or companies at the highest level.

Banners on the Yandex Home page provide exclusive reach of online audiences, regardless of the size of your budget [43].

If you are bringing a new product or service to market, introducing a new brand, or running promotions, the Home page banner via Yandex.Direct is the tool for you.

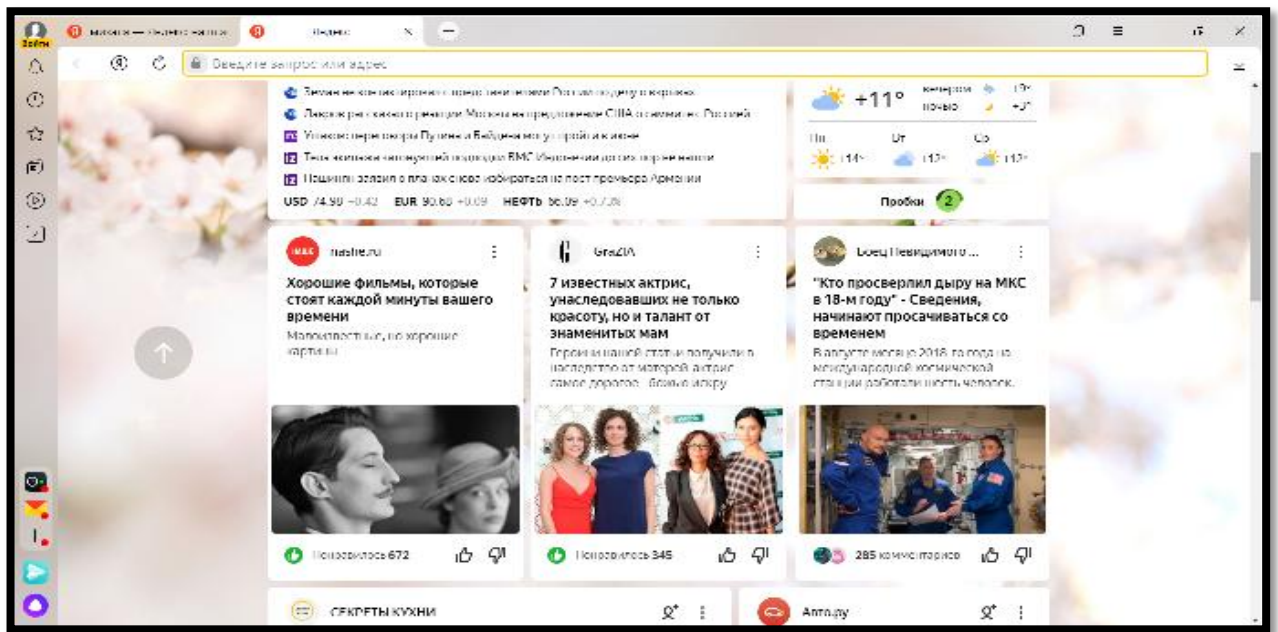


Fig .12.- Home page banner

Some advantages

- Flexible geotargeting. In your Yandex.Direct settings, you can select from a detailed selection of regions, so that you are sure your ads are seen in the right city.
- High-quality environment. The Home page is the face of Yandex, and it shows only the highest-quality content that has already passed moderation with expanded requirements.
- All-in-one Yandex.Direct interface. Convenient, one-stop purchasing for all digital formats, including video and outdoor advertising, as well as the premier Home page banner.

3.2.7 Brochure

A company brochure is a print publication used to highlight a company's benefits, products and services for customers. A brochure typically has one, two or three folds and is distinct from a flier, direct mail letter or catalog. While large businesses use brochures, they are especially valuable as an affordable advertising tool.

Brochures form an integral part of the traditional printed marketing collateral, despite the growing popularity of online marketing initiatives. A well-designed brochure is very much a collectible item, not only for its captivating visual effects, but for the loads of product-specific information featured in it.



Fig .13.- Brochure

Compelling reasons to include brochures are one form of marketing

- Brochures help capture the attention of potential customers, especially in the case of small and emerging businesses that are on a tight budget.
- They are both effective and pocket-friendly than product advertisements on magazines and newspapers, given the fact that prime space on print media is costly. Advertisement space is shared by several businesses competing for public attention, making it a challenge to really get noticed amongst the competition.
- Brochures or booklets, on the other hand, can focus entirely on the business and its offerings, thereby getting the undivided attention of all potential customers who browse through them. The key, however, is to make the content both interesting and informative, supporting it with appropriate images, and including a call to action.

- They are versatile pieces of printed information that can be used for promoting almost all types of products and services, and in different venues, right from reception desks of offices to promotional events. They are found in several formats such as menus, flyers, product guides, and newsletters, in addition to the conventional tri-fold style.
- Brochure printing services are definitely more cost-effective, given the discounts that are usually offered with bulk printing. The cost per brochure reportedly comes down with the number of prints. Regular customers also enjoy discounted brochure printing offers.
- Effective marketing campaigns are all about customer interactions. Brochures are simply just another way to interact with customers and generate leads for the sales teams to follow up.
- A printed brochure is any day easy to access and read when compared to content from an e-mail or a website.

Given the multi-fold benefits of using brochures for marketing purposes, it should be noted that the quality of design, content, images, the paper and the ink used for brochure printing is the key factor, which determines its effectiveness.

CONCLUSION

Strategy implementing and action taken based on it are always based on information. Information also has to be processed quickly, accurately and consistently through the application of information technology system. Information Technology applications provides benefits of speed, accuracy and consistency. Therefore, it is necessary for company or manager of company to understand information technology and how to use it effectively by integrating information Technology with their strategic process and which in turn makes great support to business objectives.

Therefore, from the above facts there is no doubt to say information technology systems and applications plays a critical role in supporting the accomplishment of business goals and objectives which is formulated through the strategic management process and the company should align Information Technology strategy with the business strategy process.

Where the most effective marketing techniques are a diverse group of online and offline strategies. Each technique is most effective when it is working in concert with the others.

Effective search engine optimization might help draw relevant audiences to a video of a speech delivered by one of your Visible Experts – all hosted on your lead-generating website, where a targeted offer helps convert visitors into leads.

Also Home page banner via (Yandex.Direct) the Yandex Home page is their first port of entry for tens of millions of users, in the internet each day. As a result, the Home page banner via Yandex.Direct is the premium tool for raising brand awareness or companies at the highest level. Banners on the Yandex Home page provide exclusive reach of online audiences, regardless of the size of your budget.

Also Website for company is a critical tool for building visibility. Potential clients search online to find service providers, and they need to be able to find your firm's website in order for you to have a chance at winning their business. Plus, your website enables you to demonstrate your firm's expertise, your works and become well-known throughout the marketplace.

As for offline marketing technology, where Brochures form an integral part of the traditional printed marketing collateral, despite the growing popularity of online marketing initiatives. A well-designed brochure is very much a collectible item, not only for its captivating visual effects, but for the loads of product-specific information featured in it.

When you use a diverse array of thoughtful marketing techniques, and they build on one another, they allow you to take your reputation to the next level. With commitment and the right techniques, professional services marketing success is within reach

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